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United Nations Children's Fund

Executive Board

Annual session 2018

11–14 June 2018

Item 2 of the provisional agenda

Provisional annotated agenda, timetable and organization of work

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Provisional annotated agenda

1. Opening of the session

The Executive Board will hear opening statements by the President of the Executive Board and the Executive Director of UNICEF.

Organizational and procedural matters

2. Adoption of the provisional annotated agenda, timetable and organization of work

For decision (E/ICEF/2018/8)

The provisional agenda has been prepared in consultation with the Bureau of the Executive Board on the basis of the programme of work adopted by the Board at its second regular session of 2017 and the recommendations of the Bureau. The Board will adopt the agenda for the session, making any amendments it considers necessary.

Programme and policy matters

3. Annual report for 2017 of the Executive Director of UNICEF

For decision (E/ICEF/2018/9)

The report covers 2017, the fourth and final year of the UNICEF Strategic Plan, 2014–2017. It takes stock of the progress made towards the aims of the Strategic Plan, presenting and analysing progress and performance against key indicators. The report is accompanied by an addendum on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and achievements against the Integrated Results and Resources Framework of the Strategic Plan, a report on the UNICEF implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, 2017 and a data companion and scorecard.

UNICEF focal point:

Mr. Laurence Chandy

Director, Division of Data, Research and Policy

lchandy@unicef.org/917-265-4594

UNICEF report on the recommendations of the Joint Inspection Unit

For information (E/ICEF/2018/11)

In accordance with Executive Board decision 2001/4, the report summarizes the UNICEF response to recommendations that are relevant to the organization, contained in reports and notes issued from January through December 2017.

UNICEF focal point:

Ms. Diane Kepler

Deputy Director, Division of Financial and Administrative Management

dkepler@unicef.org/212-824-6386

4. Update on strengthening protections (a) against sexual exploitation and abuse and (b) against workplace sexual harassment

For information

The Executive Board will be presented with a follow-up to the informal consultation on the prevention of sexual exploitation and abuse and workplace sexual harassment, held on 8 March 2018.

UNICEF focal point for the update on strengthening protections against sexual exploitation and abuse:

Mr. Ted Chaiban
Director, Programme Division
tchaiban@unicef.org/212-326-7540

UNICEF focal point for the update on strengthening protections against workplace sexual harassment:

Ms. Fatoumata Ndiaye
Deputy Executive Director, Management
fndiaye@unicef.org/212-326-7014

5. Annual report on UNICEF humanitarian action

For decision (E/ICEF/2018/10)

The report provides an update on UNICEF humanitarian action in 2017.

UNICEF focal point:
Manuel Fontaine
Director, Office of Emergency Programmes
mfontaine@unicef.org/212-326-7163

6. Annual report on the implementation of the UNICEF Gender Action Plan, 2014–2017

For information (E/ICEF/2018/12)

In accordance with Executive Board decision 2014/8, the report provides an update on programmatic and institutional results, including financial resources and expenditures, based on the results matrix, indicators and performance benchmarks of the Gender Action Plan. The report is accompanied by a data companion and scorecard.

UNICEF focal point:
Ms. Anju Malhotra
Principal Adviser Gender, Rights and Development, Programme Division
anjumalhotra@unicef.org/212-326-7018

7. UNICEF programme cooperation

(a) Country programme documents

For decision

The country programme documents listed below are presented to the Executive Board for discussion and approval on a no-objection basis, in accordance with Executive Board decision 2014/1. Costed evaluation plans for the country programmes are posted to the UNICEF Executive Board website alongside the documents. The United Nations Development Assistance Framework results matrices are available through the UNICEF Executive Board website, where applicable.

Eastern and Southern Africa

Kenya (E/ICEF/2018/P/L.4)
Malawi (E/ICEF/2018/P/L.5)
Rwanda (E/ICEF/2018/P/L.6)

UNICEF focal point:
Mr. Ted Chaiban
Director, Programme Division
tchaiban@unicef.org/212-326-7540

(b) Extensions of ongoing country programmes*For decision (E/ICEF/2018/P/L.7)*

In accordance with Executive Board decision 2009/11, the Executive Board will be (i) informed of the first one-year extensions of the country programmes for Bosnia and Herzegovina, the Congo, Cuba, Mexico and Sierra Leone; and (ii) requested to approve the second one-year extension of the country programme for the Syrian Arab Republic.

UNICEF focal point:

Mr. Isa Achoba

Associate Director, Field Results Group

iachoba@unicef.org/212-303-7936

Evaluation, audit and oversight matters**8. Evaluation reports and management responses****Annual report for 2017 on the evaluation function in UNICEF, and management response***For decision (E/ICEF/2018/15); for information (UNICEF/2018/EB/5)*

The annual report is prepared in accordance with Executive Board decision 2008/4, which requested UNICEF to report annually to the Board on the evaluation function and on the findings and recommendations of evaluations. The report provides information on global developments in evaluation and the current state of the evaluation function in UNICEF, and outlines progress made in response to requests contained in Board decisions. The report is accompanied by a management response.

UNICEF focal point for the annual report:

Mr. George Laryea-Adjei

Director, Evaluation Office

glaryeaadjei@unicef.org/212-824-6393

UNICEF focal point for the management response:

Ms. Diane Kepler

Deputy Director, Division of Financial and Administrative Management

dkepler@unicef.org/212-824-6386

Evaluation of UNICEF strategies and programmes to reduce stunting in children under 5 years of age, and management response*For decision (E/ICEF/2018/16; E/ICEF/2018/17)*

The report provides a global overview of UNICEF work to reduce stunting in children under 5 years of age from 2010 to 2015, and provides a set of recommendations intended to support improvements. The Executive Board will be presented with an executive summary of the evaluation report and a management response. The full report is available on the UNICEF Evaluation Office website.

UNICEF focal point for the evaluation report:

Mr. George Laryea-Adjei

Director, Evaluation Office

glaryeaadjei@unicef.org/212-824-6393

UNICEF focal point for the management response:

Mr. Ted Chaiban

Director, Programme Division

tchaiban@unicef.org/212-326-7540

9. Revised evaluation policy of UNICEF

For decision (E/ICEF/2018/14)

In follow-up to the Development Assistance Committee-United Nations Evaluation Group 2017 peer review of the evaluation function of UNICEF and the organization's management response and Executive Board decisions 2017/17 and 2018/2, UNICEF is presenting to the Board a revision of the evaluation policy (E/ICEF/2013/14) that was endorsed by the Board in 2013.

UNICEF focal point for the evaluation report:

Mr. George Laryea-Adjci
Director, Evaluation Office
glaryeaadjci@unicef.org/212-824-6393

10. Report of the Ethics Office of UNICEF for 2017

For information (E/ICEF/2018/13)

In accordance with Executive Board decision 2010/18, the annual report on the activities of the Ethics Office is submitted to the Board at its annual session.

UNICEF focal point:

Ms. Ursula Wellen
Principal Adviser, Ethics
uwellen@unicef.org/212-326-7142

11. Internal Audit and Investigations

Office of Internal Audit and Investigations 2017 annual report to the Executive Board

For decision (E/ICEF/2018/AB/L.2)

The report, prepared annually in accordance with Executive Board decision 1997/28, provides an overview of the Office, describes the key issues highlighted by its internal audit and investigations work, summarizes the organizational follow-up to the implementation of audit recommendations and provides information on the disclosure of internal audit reports during 2017, in accordance with decision 2012/13. The report includes an overall opinion, based on the scope of internal audit work undertaken by the Office, on the adequacy and effectiveness of the organization's framework of governance, risk management and control, in accordance with decision 2015/11, and information on investigations performed by the Office and actions taken, in accordance with decision 2017/10.

UNICEF focal point:

Mr. Paul Manning
Director, Office of Internal Audit and Investigations
pmanning@unicef.org/212-326-7535

Management response to the Office of Internal Audit and Investigations 2017 annual report to the Executive Board

For information (E/ICEF/2018/AB/L.3)

The management response is submitted to the Executive Board in accordance with several decisions, the most recent being decision 2017/10.

UNICEF focal point:

Ms. Diane Kepler
Deputy Director, Division of Financial and Administrative Management
dkepler@unicef.org/212-824-6386

UNICEF Audit Advisory Committee 2017 annual report
For information

The annual report of this independent external oversight body is presented to the Executive Board for information.

UNICEF focal point:
 Mr. Paul Manning
 Director, Office of Internal Audit and Investigations
pmanning@unicef.org/212-326-7535

Other matters and adoption of draft decisions

12. Report of the field visit of the Executive Board
For information (UNICEF/2018/EB/6)

The Executive Board will be presented with the report of the field visit of the Board to the Dominican Republic and Haiti, from 14 to 24 March 2018.

13. Address by the Chairperson of the UNICEF Global Staff Association

The Chairperson of the Global Staff Association addresses the Executive Board at its annual session.

UNICEF focal point:
 Ms. Scholastica Madowo
 Chairperson, Global Staff Association
smadowo@unicef.org/212-824-6135

14. Other matters

The Executive Board has before it the provisional list of agenda items for its second regular session of 2018 and may consider discussing any other issue under this agenda item.

15. Adoption of draft decisions

16. UNICEF Staff Awards and closing statements by the Executive Director of UNICEF and the President of the Executive Board

Following the announcement of the 2018 Staff Awards, the Executive Board will hear statements by the Executive Director of UNICEF and the President of the Executive Board.

**Provisional timetable and organization of work for the 2018
annual session of the UNICEF Executive Board¹**

Monday 11 June	a.m.	Item 11	Opening statements by the President of the Executive Board and the Executive Director of UNICEF
	10:00–1:00		
		Item 2	Adoption of the provisional annotated agenda, timetable and organization of work
			Special focus session on innovation
	1:15–2:45		<i>Informal consultations</i>
	p.m.	Item 3	Annual report for 2017 of the Executive Director of UNICEF
	3:00–5:00		UNICEF report on the recommendations of the Joint Inspection Unit
	5:00–6:00		<i>Informal consultations</i>
Tuesday 12 June	a.m.	Item 4	Update on strengthening protections (a) against sexual exploitation and abuse and (b) against workplace sexual harassment
	10:00–1:00	Item 5	Annual report on UNICEF humanitarian action
		Item 6	Annual report on the implementation of the UNICEF Gender Action Plan, 2014–2017
	1:15–2:45		<i>Informal consultations</i>
	p.m.	Item 7	UNICEF programme cooperation
	3:00–5:00		(a) Country programme documents
			(b) Extensions of ongoing country programmes
		Item 8	Evaluation reports and management responses
			Annual report for 2017 on the evaluation function in UNICEF, and management response
			Evaluation of UNICEF strategies and programmes to reduce stunting in children under 5 years of age, and management response
	5:00–6:00		<i>Informal consultations</i>
Wednesday 13 June	a.m.	Item 9	Revised evaluation policy of UNICEF
	10:00–1:00		
		Item 11	Office of Internal Audit and Investigations 2017 annual report to the Executive Board
			Management response to the Office of Internal Audit and Investigations 2017 annual report to the Executive Board
			UNICEF Audit Advisory Committee 2017 annual report

¹ When consideration of an agenda item concludes ahead of the allocated time, the next item will be taken up for consideration and the timetable will be adjusted accordingly.

	1:15–2:45		<i>Informal consultations</i>
	p.m.	Item 10	Report of the Ethics Office of UNICEF for 2017
	3:00–5:00		
		Item 12	Report of the field visit of the Executive Board
Thursday	a.m.	Item 13	Address by the Chairperson of the UNICEF Global Staff Association
14 June	10:00–1:00		
		Item 14	Other matters
		Item 15	Adoption of draft decisions
		Item 16	UNICEF Staff Awards and closing statements by the Executive Director of UNICEF and the President of the Executive Board

**E/ICEF/
2018/9**

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For decision**United Nations Children's Fund**

Executive Board

Annual session 2018

11–14 June 2018

Item 3 of the provisional agenda*

**Annual report for 2017 of the Executive Director
of UNICEF***Summary*

This is the final report to the UNICEF Executive Board on the implementation of the Strategic Plan, 2014–2017. Section I reviews the situation of children worldwide and highlights notable results achieved by UNICEF and partners in 2017 and during the period covered by the Strategic Plan. Section II spotlights achievements in the outcome areas, section III covers organizational efficiency and effectiveness, section IV reviews implementation strategies, section V covers revenue, expenses and resource mobilization and section VI presents cross-cutting lessons learned, looking ahead to the Strategic Plan, 2018–2021. A draft decision is included in section VII.

The report is accompanied by an addendum on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system¹ (QPCR) and the Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2014–2017 (E/ICEF/2018/9/Add.1), a table on the implementation of the QPCR,² 2017 (UNICEF/2018/EB/7) and a data companion and scorecard.

* E/ICEF/2018/8.

¹ General Assembly resolution 67/226.² Resolution 71/243.

I. Overview

1. UNICEF and its partners worked throughout the period 2014–2017 to promote children's rights and make progress more inclusive and sustainable by sharpening the focus on the children furthest behind.
2. Multiple and severe humanitarian crises marked the year 2017. Conflict, natural disasters and climate change forced children from their homes, trapped many in dangerous situations and exposed them to violence, exploitation, deprivation, malnutrition and disease.
3. More than 300,000 Rohingya children fled violence in Myanmar in less than three months, in the most rapid exodus of refugees since the Rwandan genocide. Longstanding conflicts in the Democratic Republic of the Congo, north-eastern Nigeria, South Sudan, the Syrian Arab Republic and Yemen deepened in complexity and impact and led to further grave violations of children's rights. Conflict brought famine to South Sudan and pushed north-eastern Nigeria and Yemen to the brink. Drought exacerbated the situation of the most vulnerable women and children in Ethiopia, Kenya and Somalia.
4. Cholera struck many countries, including Iraq, Kenya, Nigeria, Somalia, South Sudan, the Democratic Republic of the Congo, Uganda and Yemen, several of them already contending with multiple emergencies. Yemen suffered the worst cholera outbreak ever recorded, with over 1 million suspected cases, nearly 60 per cent of them in children.
5. Outbreaks of diphtheria, measles, Marburg virus, Ebola and plague threatened children's lives and strained countries' health systems. In some cases, population movements, spurred by conflict, resource scarcity or economics, spread diseases further. Some of the strongest hurricanes in history battered the Caribbean, leaving more than 350,000 children in need of assistance.
6. The mission of UNICEF to protect children's rights was severely tested in 2017, and its urgency has never been more apparent. At the same time, remarkable progress underscored the potential of the organization's work, with that of its partners, to make a difference in the situation of children worldwide.
7. While humanitarian crises complicated the last stage of the global polio eradication effort, the number of wild poliovirus cases fell from 37 in 2016 to 22 in 2017, the lowest in history, with none reported in Africa, where UNICEF supported the vaccination of 141 million children. Where crises placed children's right to education in jeopardy, investments made through Education Cannot Wait, the first global fund for education in emergencies, will reach 3.7 million children, half of them girls.
8. An accelerated decline in child marriage prevalence — down by 15 per cent worldwide since 2010 and by over a third in South Asia — chipped away at the gender inequality that denies adolescent girls the right to control their own destinies. The expanded global commitment and engagement on the critical period of early childhood, led by UNICEF, which builds upon evidence on brain development, made a powerful case for increased investment and scaled-up services, to give every child the best start in life.

A. Progress and challenges for children

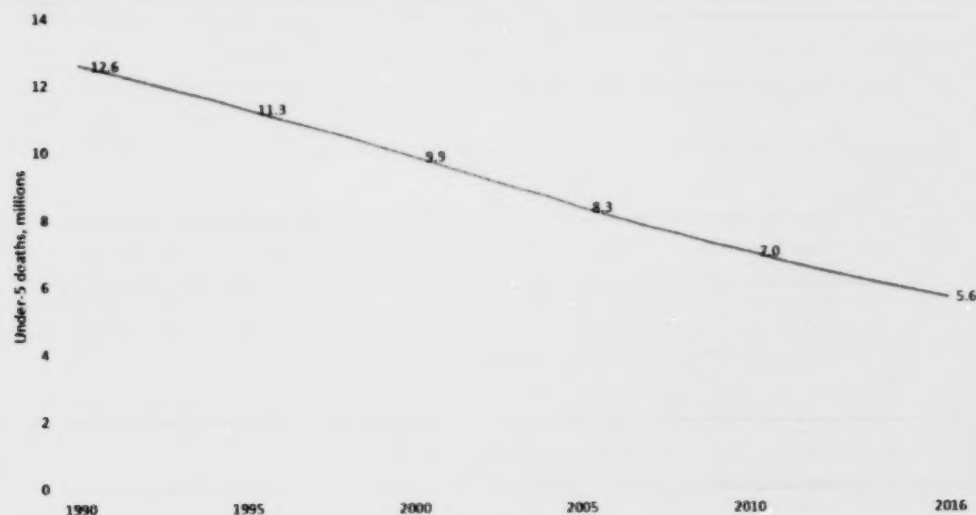
9. During the period 2014–2017, millions of children around the world were born and grew up with a better chance than ever of living healthy lives and achieving their

potential. But poverty, discrimination, disaster, violence and conflict robbed millions of others of the chance to enjoy those same rights.

10. The under-5 mortality rate continued its dramatic decline, falling from 46 to 41 deaths per 1,000 live births between 2013 and 2016. Yet children born into the poorest households and those in sub-Saharan Africa and South Asia were at higher risk of dying from preventable causes. If these trends continue, preventable under-5 deaths, a thing of the past in much of the world, will persist among the world's most disadvantaged children in 2030.

Figure 1

Progress in reducing under-5 deaths, 1990–2016



Source: UNICEF analysis based on United Nations Inter-Agency Group for Child Mortality estimates, 2017.

11. Stunting affected 15 million fewer children in 2016 than in 2010, but still affected 155 million, just under 1 in 4 children under the age of 5 years, while wasting affected 52 million. Ten countries in Africa and Asia accounted for about three quarters of stunted and wasted children. The number of overweight children increased, reaching 41 million in 2016.

Figure 11
In spite of recent progress...

2.6 million newborns died in 2017

250 million primary school-aged children are failing to learn basic literacy and numeracy

155 million children under 5 years of age are stunted

Around **15 million** adolescent girls (15–19 years) have experienced forced sex in their lifetime



12. In 2017, 79 per cent of children from the poorest households attended primary school, up from 72 per cent in 2013. Yet over one third of primary school-aged children were failing to learn basic literacy and numeracy. The Sustainable Development Goals aim for inclusive, quality education for all, but just 1 in 10 young people in low-income countries are on track to gain the secondary-level skills necessary for success in the global economy by 2030.

13. Even as the proportion of women married as children decreased, around 650 million girls and women alive today were married as children. Last year, hundreds of millions of children experienced some form of harmful practice, violence or exploitation.

14. In spite of declines, pockets of extreme poverty persisted even in wealthy countries, and children remained disproportionately represented among the poor. Children with disabilities — at least 93 million worldwide — remained among the most invisible members of society, subject to exclusion, discrimination and the denial of their rights.

15. Humanitarian emergencies, fragility, instability and displacement threatened children's rights. About 350 million children lived in areas affected by conflict, a 74-per-cent increase over the past 10 years, and, as of 2016, an estimated 28 million children were living in forced displacement. Children in fragile contexts are twice as likely to die before the age of 5 years, more likely to be malnourished, less likely to be in school and at greater risk of child labour and marriage.

16. If the world is to fulfil its commitments under the Sustainable Development Goals and meet its evolving challenges, the most vulnerable children cannot be left behind. Delivering results that leave no one behind by reaching the furthest behind first is at the core of the UNICEF Strategic Plan, 2018–2021.

B. Notable results for children in the period 2014–2017

17. UNICEF and partners achieved large-scale results for children across the Strategic Plan, 2014–2017 period, working in humanitarian and development contexts and addressing the rights and well-being of children in low- and middle-income countries.

18. During the period, 176 million children received the measles vaccine and over 250 million annually were reached with the recommended two doses of vitamin A and other interventions to prevent malnutrition. With UNICEF support, over 46 million people gained access to basic sanitation in their homes, while over 50 million received improved water supplies.

19. Learning materials were provided to 59.4 million children and 1.2 million classrooms. Around 52.4 million children were registered at birth. Support interventions reached over 25 million children aged 5 to 17 years involved in child labour, while UNICEF and the United Nations Population Fund (UNFPA) provided preventive and protection services to over 3 million girls and women at risk of or affected by female genital mutilation/cutting (FGM/C).

Figure III
Development results, 2017



*2016 data.

20. In humanitarian situations in 2017 alone, UNICEF reached 32.7 million people with access to safe water and 18 million children with the measles vaccine, while nearly 3 million children suffering from severe acute malnutrition (SAM) received treatment. Formal or non-formal education reached 8.8 million children (4.3 million girls, 4.5 million boys), and 3.6 million children and women received services to prevent and respond to gender-based violence in emergencies.

Figure IV
Humanitarian results, 2017



21. UNICEF worked to advance the rights and well-being of children across childhood, with the critical windows of opportunity of early childhood and

adolescence receiving increased attention that built upon previous country-level work.

22. UNICEF identified gaps in knowledge and broadened the evidence base regarding adolescence, and addressed adolescent-focused issues including child marriage, adolescent pregnancy, menstrual hygiene management, secondary education and the acquisition of twenty-first-century skills. It also responded to adolescents' needs and vulnerabilities relating to nutrition, HIV and violence, including homicide and gender-based violence. In line with the greater emphasis of the Strategic Plan, 2018–2021 on the second decade, UNICEF will make a concerted initiative to empower adolescents and young people.

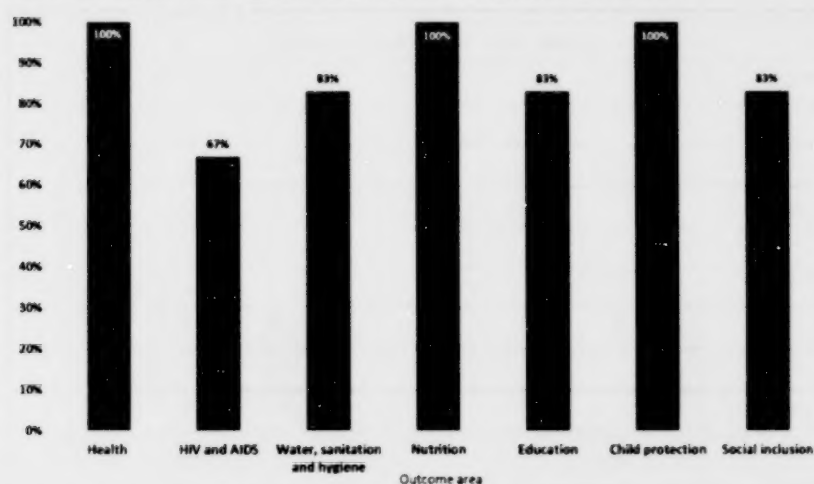
23. To ensure that children affected by emergencies are not left behind, UNICEF contributed to humanitarian aid reform and furthered its Grand Bargain commitments towards better aid coordination and greater coherence between humanitarian and development work, while strengthening accountability to affected populations and promoting their resilience, empowerment and participation. Since 2015, more than three quarters of countries experiencing humanitarian situations have reported that affected populations were consulted during humanitarian programming.

24. Achievements in the seven outcome areas and two cross-cutting priorities of the Strategic Plan, 2014–2017, demonstrate the impact of development programmes and front-line humanitarian assistance at scale. Underpinning these achievements is strategic engagement with change-makers in government, other United Nations agencies and the private sector, resulting in value for money in translating income into results for children. Together with the achievements presented in the annual report on UNICEF humanitarian action (E/ICEF/2018/10) and the annual report on the implementation of the UNICEF Gender Action Plan, 2014–2017 (E/ICEF/2018/12), these results provide UNICEF with a strong platform upon which to build in the future, guided by the Strategic Plan, 2018–2021.

II. Performance under outcome areas of the Strategic Plan, 2014–2017

25. As 2017 marked the last year of the implementation of the Strategic Plan, 2014–2017, the present report provides an opportunity to take stock of progress made against targets set five years ago. Significant progress was achieved towards 2017 targets on 88 per cent of outputs across all outcome areas (details are provided in a separate data companion and scorecard).

Figure V
Share of outputs with significant progress, by outcome area, 2017^a



^a Significant progress for a given output is reported when the average achievement rate of underlying indicators is 60 per cent or higher. See data companion for details on each output.

A. Health

26. Most health-related areas registered good progress, notably maternal and newborn health, with the delivery of lifesaving interventions amid conflict, fragility and emergencies.

27. Performance on the expansion of antenatal and postnatal care and skilled attendance at birth was especially strong in 2017. Fifty-two countries, up from 18 in 2014, had a coverage rate of at least 80 per cent for antenatal care, and 98 countries, compared with 51 in 2014, had such coverage for skilled attendance at birth, with progress also observed among least developed countries. Coverage for postnatal care for mothers and for newborns reached at least 60 per cent in 57 and 35 countries, respectively, up from 16 and 20 in 2014.

Figure VI
Progress in the delivery of skilled pregnancy and birth services, 2000–2017



Note: The data for skilled attendance at birth and attendance by any provider cover 38 and 20 out of 47 least developed countries, respectively, and represent approximately 88 per cent and 58 per cent of births.

Source: UNICEF global databases 2018, based on data from Demographic and Health Survey, multiple indicator cluster survey and other national sources.

28. In 2017, UNICEF supported measles vaccination for 78.6 million children and provided technical assistance on immunization supply chain systems in 40 countries. In the Solomon Islands, for example, the effective vaccine management composite score increased to 64 per cent in 2017 from 49 per cent in 2012.

29. UNICEF strengthened the delivery of integrated community-based packages of services, providing care to children who would not otherwise have had access, with an overall expense in 2017 of \$1.4 billion. Between 2014 and 2017, UNICEF trained over 240,000 community health workers (over 83,000 in 2017) on integrated community case management across 49 countries in 2017.

30. The number of countries with at least 80 per cent of children (0 to 59 months) with suspected pneumonia taken to an appropriate health-care provider increased from 7 in 2014 to 21 in 2017. Among the 86 countries with sex-disaggregated data in the baseline and target years, such coverage was achieved among both girls and boys in 8 countries, up from 5 in 2014; among girls, in 12 countries, up from 8; and among boys, in 13 countries, up from 7.

31. UNICEF worked in close collaboration with H6 partners — the World Health Organization (WHO), UNFPA, the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the World Bank Group — to leverage the strengths and capacities of each entity to support countries with a high burden of child and maternal mortality. UNICEF work on child survival is anchored in Sustainable Development Goal target 3.2 and the Every Woman Every Child initiative to implement the Global Strategy for Women's, Children's and Adolescents' Health (2016–2030).

Figure VII
Performance on selected indicators in health, 2017



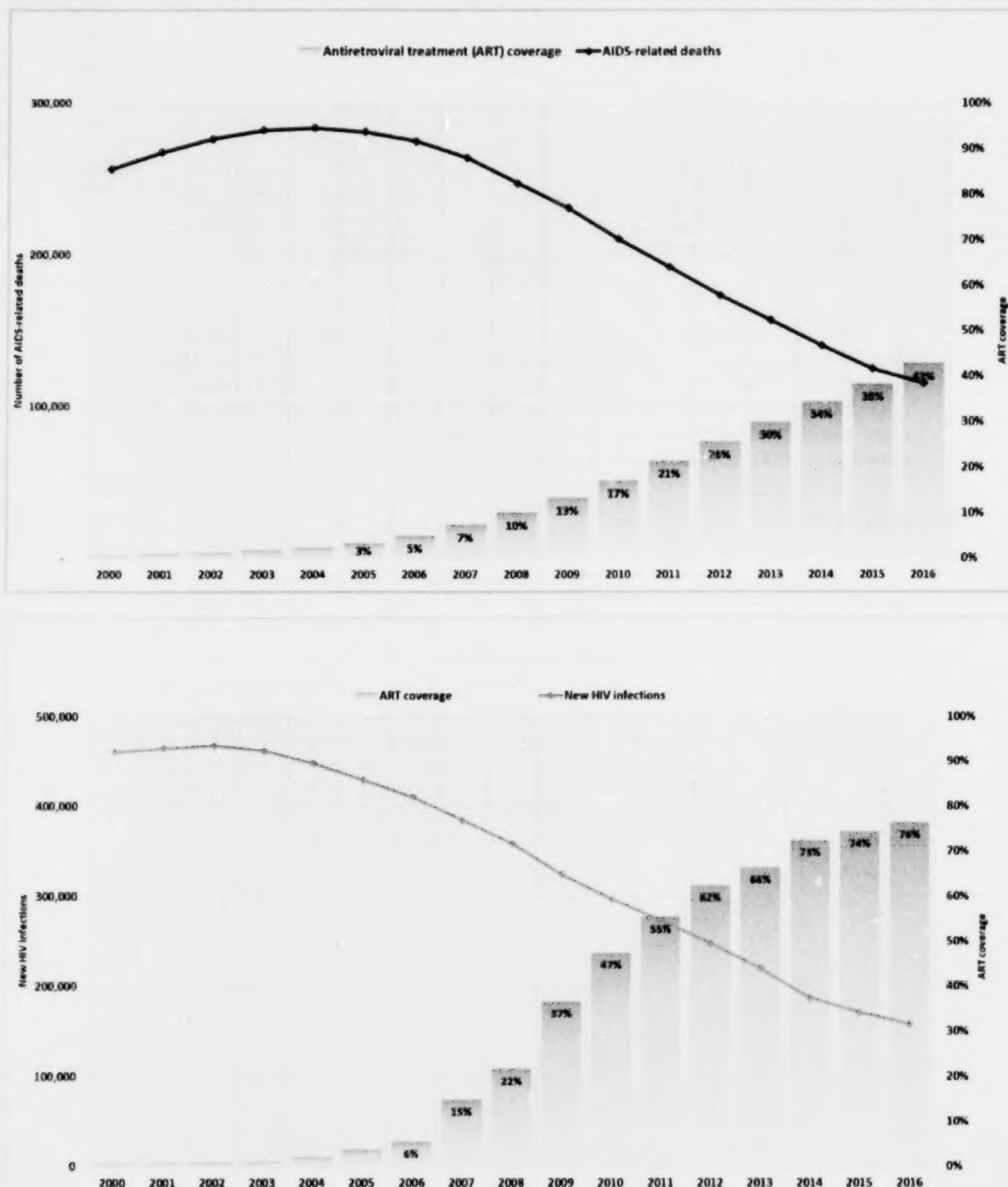
32. UNICEF encountered significant challenges in its efforts to reach the unprecedented number of children in emergency and fragile settings. Public health emergencies, economic uncertainty, conflict, natural disasters, displacement and migration negatively affected national health systems and maternal, neonatal and child health and immunization service delivery, including further progress in eliminating wild polio transmission and maternal and neonatal tetanus.

B. HIV/AIDS

33. Remarkable progress on some key outcome indicators demonstrated that political will and sustained support enable the provision of comprehensive HIV services in primary health-care settings. Results on other indicators reflect significant unmet needs and the complexity of programming for adolescents.

34. Stunning achievements in the prevention of mother-to-child transmission of HIV (PMTCT), including coverage of maternal antiretroviral treatment (ART) of nearly 80 per cent, averted 1.6 million new HIV infections among children between 2010 and 2016. The annual number of new infections among children (0–14 years) fell by almost one-half between 2010 and 2016, from 300,000 in 2010 to 160,000 in 2016. While deaths from AIDS in children (0–14 years) are declining, much work is needed to expand and sustain ART coverage among this age group.

Figure VIII
Increase in treatment coverage for children and pregnant women and decline in new HIV infections and in AIDS-related deaths among children, 2000–2016



Source: Global AIDS Monitoring 2017 and Joint United Nations Programme on HIV/AIDS 2017 estimates.

35. Overall expense in 2017 for HIV/AIDS was \$84 million. At the output level, UNICEF promoted innovations in patient-centred and gender-responsive programming, playing a critical role in enhancing the government-led national rollout of PMTCT services. In partnership with the Governments of Côte d'Ivoire, the Democratic Republic of the Congo, Malawi and Uganda, UNICEF implemented and showed the benefit of key community interventions, including peer support, male engagement and citizen accountability, to improve service quality and retention in care for mother-baby pairs. To date, 10 countries and territories have been validated by WHO for having eliminated mother-to-child transmission of HIV, with 6, including Anguilla, Antigua and Barbuda, the Cayman Islands, Montserrat and Saint Kitts and Nevis, validated in 2017.

36. ART coverage in humanitarian situations relative to the total need among pregnant women increased to 81 per cent in 2017, up from 62 per cent in 2016, while among children it rose to 55 per cent, up from 25 per cent in 2016.

Figure IX
Performance on selected indicators in HIV/AIDS, 2017



*2016 data

37. Critical challenges persist. While treatment coverage among pregnant women has reached unprecedented levels, fewer than half of children living with HIV access treatment. This gap can be closed only if children with HIV are identified and linked to treatment in a timely manner. Identifying HIV in infants and young children is especially complex, but UNICEF, in partnership with Governments, has piloted simple-to-use point-of-care infant diagnostic tests (first approved in 2016) in 10 sub-Saharan African countries, including 3 countries in 2017. Nurses at the primary level can perform the tests, minimizing delays in diagnosis and enabling more rapid access to ART and greater coverage. UNICEF is partnering with the Clinton Health Access Initiative and the International Drug Purchasing Facility to make the tests part of routine child services.

38. For adolescents, the ongoing work of the All-In! initiative, co-led by UNICEF and UNAIDS, brought important benefits. Across 35 countries, UNICEF mapped the landscape of adolescent HIV prevention and care, with assessment results used to improve policy, strengthen services and mobilize resources. Yet UNICEF missed several adolescent-specific targets, including levels of knowledge about HIV/AIDS, particularly regarding HIV prevention.

39. UNICEF will make protecting adolescent girls, young women and adolescent key populations from HIV a major focus. Through partnerships with UNAIDS in the

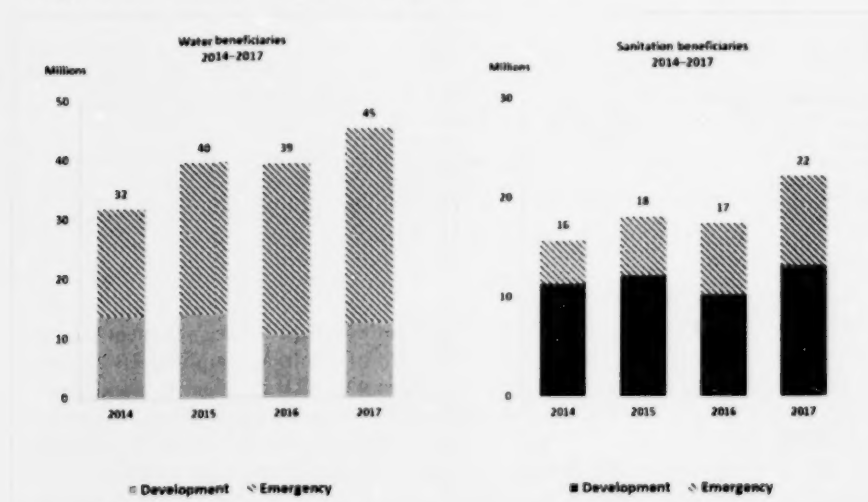
Global HIV Prevention Coalition and with the UNAIDS-President's Emergency Plan for AIDS Relief in the Start Free, Stay Free, AIDS Free framework, UNICEF will work with Governments, with adolescent participation, to galvanize action towards reducing new HIV infections among adolescent girls and young women by 75 per cent, to fewer than 100,000 per year.

40. In 2017, a rapid and substantial decline in resources for global and national HIV programming hampered the ability of national programmes and stakeholders, including UNICEF, to deliver against targets and collect robust, reliable data. To become more effective and efficient in the changing financial climate, UNICEF and partners implemented strategic shifts, including targeted and differentiated responses, the integration of HIV and health services and the leveraging of partnerships.

C. Water, sanitation and hygiene

41. Responses to major emergencies and the expansion of development programmes to meet Sustainable Development Goal targets have made water, sanitation and hygiene (WASH) the fastest-growing outcome area. Alongside notable achievements in expanding access to water and sanitation, UNICEF contributed to the monitoring of progress on new Goal indicators.

Figure X
Progress in water and sanitation, 2014–2017



42. UNICEF and partners helped more than 70 million people (22 million in 2017) gain access to basic sanitation in their homes during the period 2014–2017, while direct support provided improved water supplies to more than 150 million people (some 45 million in 2017).

43. A key result of the period 2014–2017 has been the rapidly expanding global movement to eliminate open defecation. In 2017, direct UNICEF support led to the certification of over 50,000 communities as open defecation-free, the most ever. Over 60 per cent of engaged communities reached certification, up from about 40 per cent in 2014.

44. Overall expense nearly doubled to more than \$1 billion in the period 2014–2017, with UNICEF support enabling more than 50,000 schools to set up girl-friendly

WASH facilities and an increasing number of countries adopting policies and programmes for menstrual hygiene management in schools.

45. The UNICEF emergency WASH programme reached more people in 2017 than ever, including over 32 million with water, 9 million with sanitation and 28 million with handwashing. In the Syrian Arab Republic, UNICEF trucked water to 3.2 million people and rehabilitated war-damaged WASH infrastructure. In Yemen, hygiene promotion and household water treatment helped to reduce the impact of the cholera epidemic. Across 13 countries in drought-affected Eastern and Southern Africa, UNICEF provided emergency water and built or rehabilitated WASH systems.

46. UNICEF leadership of key sectoral collaborative bodies included hosting the Sanitation and Water for All partnership, co-managing the WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation, and coordinating WASH humanitarian response as lead agency through the Inter-Agency Standing Committee (IASC) WASH Cluster, globally and in many countries.

Figure XI

Performance on selected indicators in water, sanitation and hygiene, 2017

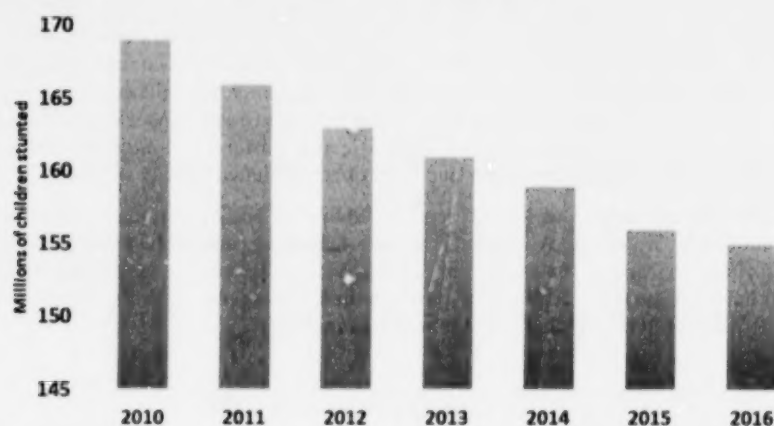


D. Nutrition

47. Significant progress has been achieved in maternal and child nutrition, particularly in stunting prevention among young children. To achieve the Sustainable Development Goal targets, UNICEF and partners are scaling up evidence-based interventions to prevent malnutrition among the children furthest behind, ensuring timely treatment for SAM and expanding adolescent nutrition programmes.

48. Stunting continued to decline, affecting 15 million fewer children in 2016 than in 2010, but it still affected some 155 million children under the age of 5 years, while 52 million children under the age of 5 years suffered from wasting.

Figure XII
Accelerated progress in reducing stunting, 2010–2016



49. In 2017, the overall expense on nutrition was \$665 million. In UNICEF-supported regions in the United Republic of Tanzania, community health workers in 64 per cent of villages were equipped to provide counselling services for infant and young child feeding, up from 15 per cent in 2016. Thirty-five countries had exclusive breastfeeding rates above 50 per cent, an increase from 27 countries in 2014. Between 2014 and 2017, UNICEF supported the delivery of nearly 2 billion vitamin A supplements, to reach over 250 million children annually with the recommended two doses. The proportion of households consuming iodized salt reached 86 per cent globally, and 34 countries in sub-Saharan Africa delivered deworming prophylaxis along with vitamin A supplementation to children under the age of 5 years.

50. Over 4 million children were treated for SAM in 2017, up from 2.7 million in 2014, amounting to 14.9 million treated in humanitarian and development contexts between 2014 and 2017. In 2017, iron and folic acid supplementation for anaemia prevention reached 1.5 million adolescent girls through a school-based programme in Afghanistan and 35.5 million adolescent boys and girls through school- and community-based programmes in India.

51. In humanitarian settings, nearly 3 million children with SAM were treated with UNICEF support in 2017, including in complex emergencies in north-eastern Nigeria, Somalia, South Sudan and Yemen, where the recovery rate reached 83 per cent, exceeding international standards of care in humanitarian situations. Nearly 6 million caregivers received support on infant and young child nutrition in humanitarian situations. By 2017, 65 countries had incorporated emergency or risk management strategies in nutrition policies with UNICEF support.

52. In 2017, UNICEF played a leading role in 12 global partnerships, including Scaling Up Nutrition, which grew from 48 countries in 2014 to 60 in 2017, and the No Wasted Lives Coalition, which focuses on SAM. As the lead agency for the Nutrition Cluster, UNICEF responded to 15 emergencies and provided technical support to 38 countries with humanitarian situations in 2017.

Figure XIII
Performance on selected indicators in nutrition, 2017



*2016 data.

E. Education

53. Many indicators of education access and learning outcomes registered good progress. UNICEF recognizes that meeting the educational needs of children left behind, including those in emergencies, is key to achieving inclusive and equitable quality education for all (Sustainable Development Goal 4).

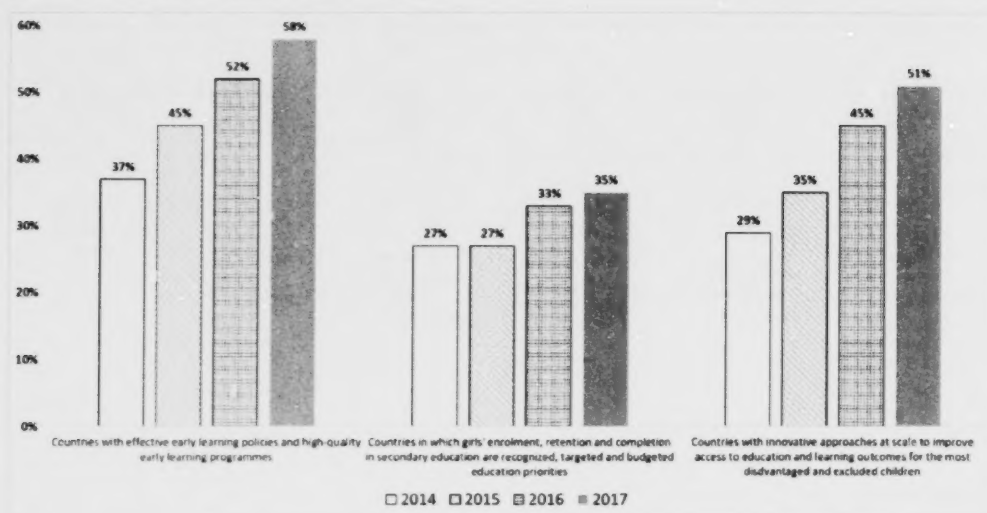
54. In 2017, 79 per cent of children from the poorest households across all UNICEF-supported countries were attending primary school, up from 72 per cent in 2013. Learning outcomes improved in 68 per cent of countries, up from 63 per cent. Yet an estimated 250 million children of primary-school age have not mastered basic literacy and numeracy. More than 263 million children of primary- and secondary-school age remained out of school, including 132 million girls and 131 million boys, and just under half of children of pre-primary-school age were enrolled in early education.

55. Working with partners, UNICEF registered significant progress at the output level, with an overall expense of \$1.2 billion. In 2017, 58 per cent of countries implemented early learning policies or programmes; girls' secondary education was a targeted and budgeted priority in 35 per cent of countries; and 51 per cent of countries had innovative approaches at scale to improve access and learning outcomes among the most disadvantaged children.

56. In 2017, less than 5 per cent of primary-school aged girls were out of school in 40 per cent of countries, up from 36 per cent of countries in 2014, but only 34 per cent of countries showed such a rate among boys, a decrease from 41 per cent in 2014. Similarly, less than 5 per cent of lower secondary school-aged girls were out of school in 27 countries in 2017, up from 21 per cent of countries in 2014, while for boys, the rate fell to 21 per cent from 22 per cent in 2014.

57. Since 2014, 59.4 million children have received individual learning materials, including 3.5 million in Afghanistan, and 1.2 million classrooms, including 70,000 in Myanmar, have received classroom learning materials. Over 21,000 out-of-school girls in Madagascar were supported with catch-up classes to re-enter formal schooling in 2017.

Figure XIV
Selected results in education, 2014–2017



58. In 2017, 8.8 million children in humanitarian situations (4.3 million girls, 4.5 million boys) were reached with formal or non-formal education, including 1.02 million children in the Syrian Arab Republic, over 904,000 in Nigeria and over 370,000 in Yemen. Education-sector plans included risk assessment and management in 40 per cent of countries, up from 19 per cent in 2013.

59. UNICEF led in education initiatives and partnerships in close collaboration with the United Nations Educational, Scientific and Cultural Organization, the Global Partnership for Education, the International Commission on Financing Global Education Opportunity, the United Nations Girls' Education Initiative, Education Cannot Wait and the Life Skills and Citizenship Education Middle East and North Africa initiative, launched in collaboration with government, United Nations and civil society partners.

Figure XV
Performance on selected indicators in education, 2017



60. A key lesson learned during 2017 was the need to accelerate progress on pre-primary education. Despite organizational strengths in this area and the recognition of its importance, especially for the most vulnerable, UNICEF financial support for early learning programmes has declined in recent years, mirroring low spending by national Governments. UNICEF also recognized the need for an increased emphasis on learning outcomes and teacher training. It will continue its work to strengthen national systems and seek innovative approaches to ensure that children gain the knowledge and skills they need.

F. Child protection

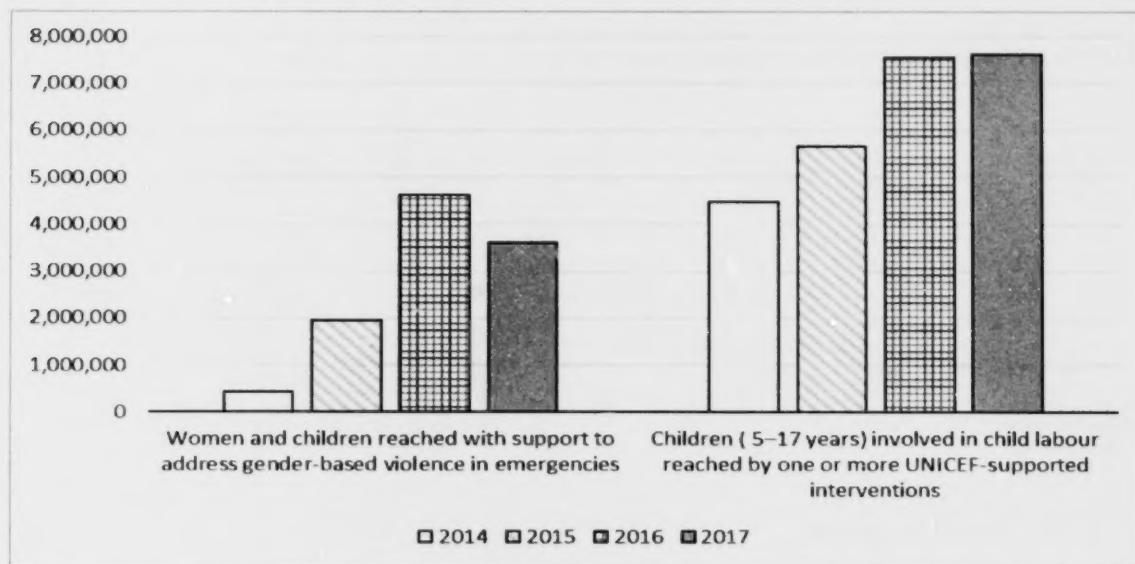
61. Significant progress was achieved in child protection. UNICEF worked with partners in multiple areas, from evidence to services to systems, to protect children against violence, exploitation and harmful practices, while supporting their recovery and resilience, including in emergencies.

62. The proportion of women married as children has decreased by 15 per cent in the past decade, from one in four to approximately one in five, with the largest decline in South Asia. Meanwhile, the rate of children in residential care declined by at least 10 per cent in 24 countries, exceeding the targeted 15 countries.

63. During the period 2014–2017, UNICEF reached an estimated 25.3 million children involved in child labour with support and contributed to registering the births of approximately 52.4 million children. Since 2016, UNICEF and UNFPA, the co-leads of the two largest United Nations joint programmes, have reached nearly 2 million adolescent girls at risk of child marriage with life skills and education support.

Figure XVI

Selected results in child protection, 2014–2017



64. UNICEF achieved significant progress against its 2017 output-level targets. Overall expense was \$690 million. The number of countries with programmes addressing child-rearing practices reaching at least 75 per cent of targeted parents

increased from 3 in 2014 to 36 in 2017. Legislation on child protection met international standards in 48 countries in 2017, up from 33 in 2014. Many countries, including Kenya, the Philippines, Serbia and the United Republic of Tanzania, scaled up their social service workforce, and several reduced the use of custodial sentences for young offenders. Since 2016, UNICEF has scaled up action to protect the rights of children on the move in 78 countries.

65. In humanitarian situations in 2017, approximately 3.5 million children received psychosocial support, including in Burundi, Ethiopia, Iraq, Kenya, Nigeria, Somalia, South Sudan, the Syrian Arab Republic, Uganda and Yemen. Globally, about 3.6 million children and women benefited from gender-based violence risk mitigation or support services, including in Bangladesh, the Philippines and South Sudan. The capacity to prevent and respond to sexual exploitation and abuse in humanitarian contexts was scaled up in 16 high-risk countries. Nearly 6 million children received weapons-related risk education, including nearly 2.7 million girls and nearly 2.9 million boys in countries with sex-disaggregated data.

66. During the period 2014–2017, UNICEF led the implementation of the Children and Armed Conflict programme, documenting grave violations against children, including in Nigeria, the Syrian Arab Republic and Yemen, and responding with partners to the needs of children affected by conflict. UNICEF supported the reintegration of nearly 39,000 children formerly associated with armed forces and groups, representing 75 per cent of the approximately 52,000 released. The organization was also the lead agency on the implementation of the 14 action plans signed with armed forces and groups for the release of children.

67. UNICEF, with other United Nations agencies, contributed to the work of INSPIRE: Seven strategies for ending violence against children (Sustainable Development Goal target 16.2), worked with the International Labour Organization on child labour data (target 8.7) and, with UNFPA, developed joint programme monitoring frameworks for child marriage and FGM/C (target 5.3).

Figure XVII
Performance on selected indicators in child protection, 2017



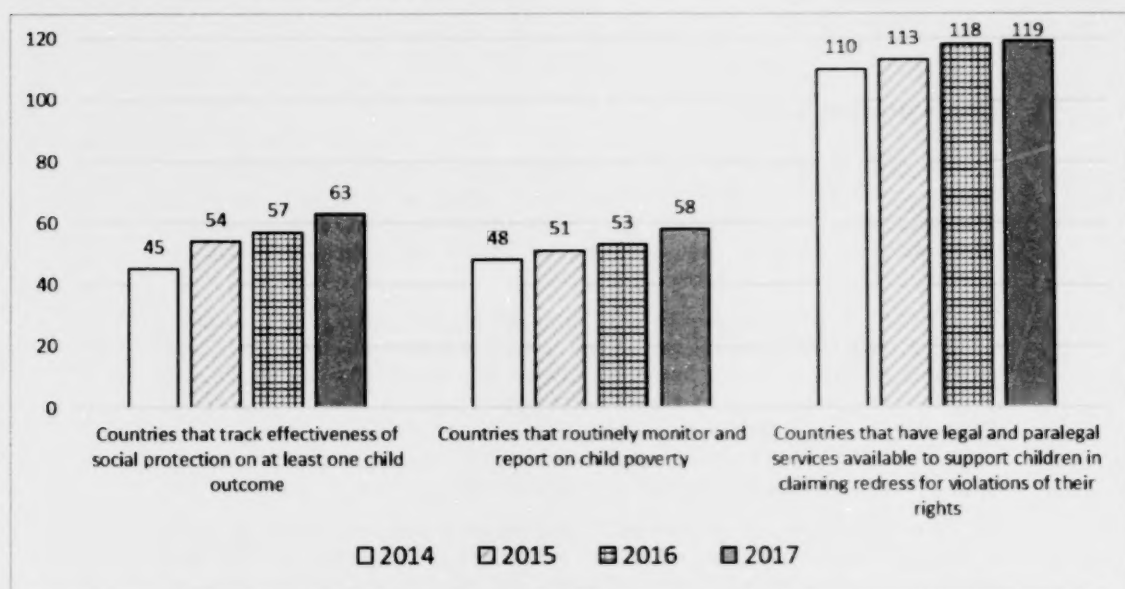
G. Social inclusion

68. Indicators of social inclusion showed significant progress, as UNICEF and partners supported countries in addressing child poverty and exclusion, including in emergencies.

69. UNICEF continued to advocate for social protection programmes for the most vulnerable children. These programmes have continued to expand, and by 2017, over 182 million children had been reached by government cash-transfer programmes, including an additional 3 million since 2016.

70. The overall social inclusion-related expense was \$413 million in 2017. Progress on addressing child poverty through national policies and programmes is demonstrated by 58 countries with nationally owned child poverty measurement and reporting, up from 29 in 2013, falling slightly short of the 2017 target of 60 countries; Sustainable Development Goal 1 is expected to spur greater uptake. National development plans or legislation in 29 countries addressed child poverty (up from 19 in 2014); 4 countries adopted child poverty reduction targets; and 87 countries addressed gender in their national social protection strategies or plans, up from 40 in 2014 and surpassing the targeted 50.

Figure XVIII
Selected results in social inclusion, 2014–2017



71. Quality, affordable care for young children expanded, with 42 per cent of young children in 57 countries having access by 2017 (surpassing the targeted 30 per cent). Participatory mechanisms for children and adolescents, such as Child Advisory Bodies for municipal planning in Belize, were in place in 116 countries. Children's rights were addressed in national climate change or environmental policies in 60 countries.

72. In 2017, UNICEF supported 3 additional countries (bringing the total to 46) to include emergency prevention, preparedness and response in their social protection systems. The number of countries integrating disaster and conflict risk in national planning and monitoring systems increased from 64 per cent in 2014 to 82 per cent (127 countries in total) in 2017, exceeding the targeted 74 per cent. In 2017, over 1 million people benefited from humanitarian cash transfers. Furthermore, in Yemen, UNICEF partnered with the World Bank to strengthen national social protections systems through the delivery of cash transfers to over 1.3 million of the most

vulnerable households, reaching nearly one-third of the population, including in humanitarian situations.

Figure XIX
Performance on selected indicators in social inclusion, 2017



H. Humanitarian action

73. In 2017, the effects of conflict, natural disasters and disease intersected to disrupt and endanger children's lives, while posing security and operational challenges to emergency response. UNICEF and partners worked to deliver lifesaving interventions to children, protect rights and address the underlying causes of vulnerability to crises (see figure IV).

74. In 2017, UNICEF responded to 337 new and ongoing crises in 102 countries, including seven level 3 (organization-wide) responses to protracted conflicts in Iraq, north-eastern Nigeria, South Sudan, the Syrian Arab Republic and neighbouring refugee-hosting countries and Yemen; the Rohingya refugee crisis in Bangladesh; and the escalating crisis in the Democratic Republic of the Congo. There were four level 2 emergency responses, several smaller or less visible humanitarian situations and a range of health emergencies, including cholera outbreaks in several countries.

75. UNICEF reached 32.7 million people with access to safe water, including nearly 10 million in Yemen and over 2.43 million in Ethiopia. In Bangladesh, UNICEF and partners undertook the world's second-largest oral cholera vaccination campaign, reaching almost 900,000 people. In countries experiencing crisis-level food insecurity — famine in South Sudan and near-famine in north-eastern Nigeria, Somalia and Yemen — 7.4 million children received the measles vaccine, among 18 million reached worldwide. More than 860,000 children in the four countries received treatment for SAM, among 3 million reached worldwide.

76. Worldwide, UNICEF reached 8.8 million children with formal or non-formal education. In the Syrian Arab Republic and neighbouring refugee-hosting countries, nearly 2 million children received formal education and nearly 120,000, non-formal education. In Eastern and Southern Africa, 1.4 million children accessed education. In hurricane-affected Caribbean countries, nearly 19,500 children gained access to education services, while more than 13,000 benefited from psychosocial services. Worldwide, 3.5 million children received psychosocial support, including 1.3 million conflict-affected children in Iraq, the Syrian Arab Republic and Yemen. Globally, about 3.6 million children and women benefited from gender-based violence risk mitigation or support services, including in Bangladesh, the Philippines and South Sudan.

77. In 2017, over 1 million people benefited from humanitarian cash transfers from UNICEF. Furthermore, UNICEF partnered with the World Bank to deliver cash transfers to over 1.3 million of the most vulnerable households in Yemen.

78. In 2017, 58 countries were supported through 599 emergency surge missions, with the largest share in support of countries in South Asia (30 per cent), followed by Eastern and Southern Africa (21 per cent) and the Middle East and North Africa (17 per cent). The UNICEF Emergency Response Team undertook 58 missions, totalling 2,001 days.

79. UNICEF led the global WASH, nutrition, and education clusters and the child protection area of responsibility. The global cluster rapid response teams supported 24 countries through 79 deployments and provided remote support to over 40 countries. UNICEF maintained its status as an active and valued member of IASC, contributing on topics such as strengthening the humanitarian-development nexus, financing and inclusion of persons with disabilities.

80. Humanitarian response in conflict-related crises was challenged by escalating violence in civilian areas and limited access due to insecurity or the denial of humanitarian access. Such restrictions posed significant challenges to the response in Myanmar, especially in education and WASH. In Mali, insecurity and access constraints hampered the timely implementation of programmes, so that education interventions reached only 38 per cent of conflict-affected children and access to water was provided to only 43 per cent of the target population. Increasing attacks against humanitarian staff and the spread of armed conflict challenged the response in the Democratic Republic of the Congo, which, along with underfunding, resulted in underachievement in WASH, education and child protection.

81. Further details on humanitarian situations affecting children in 2017, the UNICEF humanitarian response, key challenges and lessons learned are available in the annual report on UNICEF humanitarian action. In line with the lessons outlined there and in the Strategic Plan, 2018–2021, UNICEF is striving to enhance efficiency and effectiveness for humanitarian results and advance ongoing humanitarian and development reforms.

I. Gender equality

82. UNICEF, with partners, has made substantial progress towards ending child marriage, advancing girls' secondary education, promoting gender-responsive adolescent health and addressing gender-based violence in emergencies. These four priorities have brought attention to the interlinked forms of gender inequality faced by adolescent girls, helping to catalyse global and local investment and action.

83. In 2017, 86 per cent of countries included results on at least one of the four targeted Gender Action Plan priorities, up from 75 in 2014. Approved national action plans to address child marriage were in place in 37 countries, while UNICEF and partners reached at-risk girls with interventions to strengthen service-delivery systems, including for education and health care. With UNICEF support, 60,947 survivors of gender-based violence, both women and girls, accessed safe spaces in Lebanon, and over 10,600 accessed services in Iraq.

84. UNICEF leadership on gender-based violence in emergencies focused on global partnerships and field implementation. The organization co-chaired, with UN-Women, the international organizations group of the Call to Action on Protection from Gender-Based Violence in Emergencies, and led the roll-out of the IASC Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action.

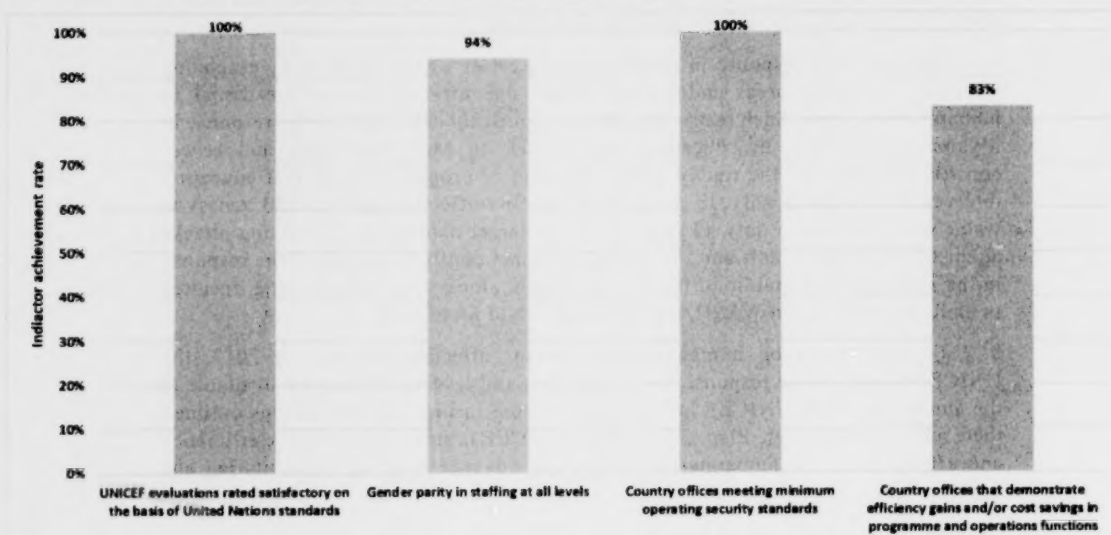
85. The results on gender equality and lessons learned are detailed in the annual report on the implementation of the UNICEF Gender Action Plan, 2014–2017. Under the Gender Action Plan, 2018–2021, UNICEF will aim to enhance its impact regarding the empowerment of adolescent girls and the advancement of gender equality.

III. Strengthening organizational performance

86. In 2017, UNICEF achieved most of the Strategic Plan targets relating to organizational efficiency and effectiveness and results-based management.

Figure XX

Achievement in organizational efficiency and effectiveness, 2017



87. UNICEF made important efficiency gains in 2017, demonstrating value for money. Improved contract and compliance management, operational efficiencies and new resources to enable better decision-making yielded \$1.65 million in travel savings. The transfer of business processes, including for payroll and medical data, to the UNICEF Global Shared Services Centre resulted in savings of close to \$3 million, while improvements and simplifications, including in customer care and staff onboarding, yielded additional savings.

88. UNICEF has been an active participant in the inter-agency harmonization of business processes, including human resources and financial management and information and communications technology services and procurement. Participation in the United Nations Development Group's Joint Business Operations Strategy enabled UNICEF to leverage economies of scale, generating savings of more than \$600,000 annually for country offices.

89. In line with the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR; General Assembly resolution 71/243), and as a member of the United Nations country team, UNICEF supports country-level efforts to promote coherence and provide integrated support for the implementation of the Sustainable Development Goals, and participates in

inter-agency missions to strengthen the roll-out of the Goals at the national level and support national Governments in prioritizing targets that focus on the most vulnerable populations.

90. To ensure the global availability and local delivery of essential supplies for children, UNICEF, in 2017, procured \$3.46 billion in supplies and services. This included \$1.44 billion worth of supplies delivered to 110 countries through Procurement Services, a development cooperation mechanism that provides access to essential supplies at more affordable prices than on the open market. Supply chain and market influencing strategies across such key commodity groups as vaccines, bed nets, medicines, freight and insurance services has led to an estimated \$380 million in cost avoidance. Cumulative savings since 2012 have reached \$2 billion.

91. In accordance with QCPR mandates, 87 per cent of offices conducted at least one evaluation during the period 2015–2017, and exceeded the targeted 80 per cent for 2017. The quality of UNICEF evaluations increased: of 88 evaluations, 15 per cent were rated highly satisfactory compared with 6 per cent in 2016; 57 per cent satisfactory; and none unsatisfactory. The proportion of programme funds expended on evaluations increased from 0.5 per cent in 2015 to 0.7 per cent in 2017.

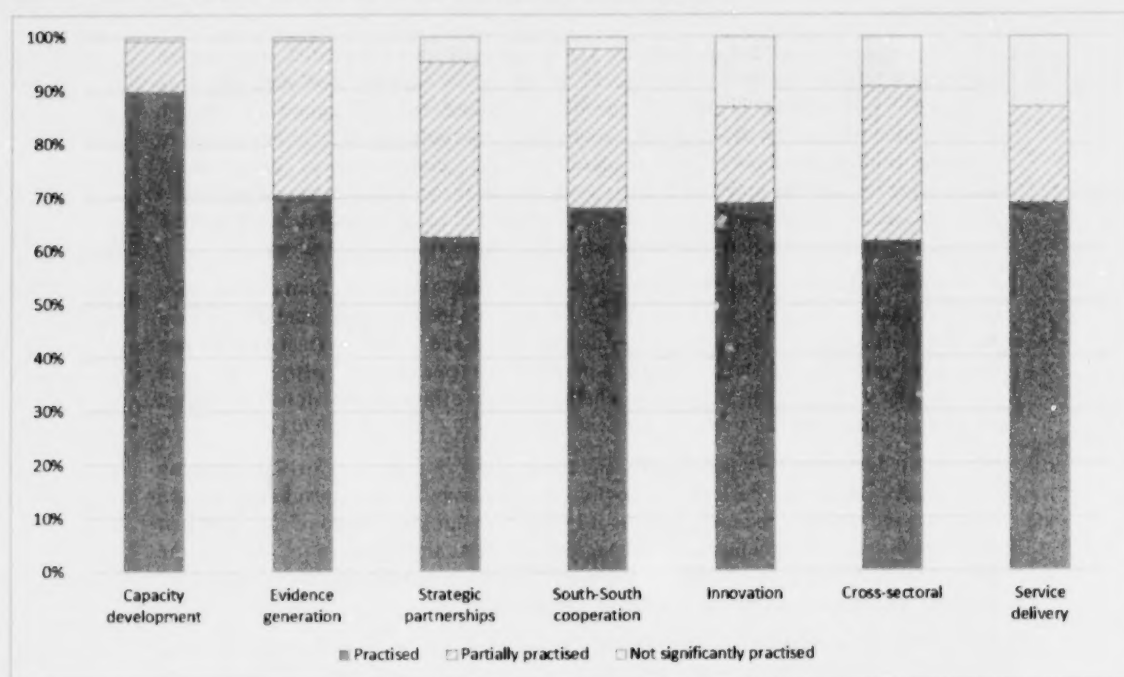
92. UNICEF issued 27 audit reports and three advisory reports in 2017, generating 240 agreed recommendations to strengthen governance, risk management and controls, and drawing thematic lessons for improvement. At the end of the year, just two offices had recommendations outstanding for more than 18 months, meeting the milestone of fewer than 10 offices. During 2017, 69 investigations were closed, 67 per cent within nine months of receipt of the allegation.

93. UNICEF updated its audit approach, focusing on key risks and deploying data analytics. Further details are provided in the Office of Internal Audit and Investigations 2017 annual report to the Executive Board (E/ICEF/2018/AB/L.2).

IV. Implementation strategies

94. UNICEF continued to implement a mix of strategies to achieve results, depending upon context. Capacity development and evidence generation were used in nearly all country contexts. South-South cooperation, further operationalized in 2017 as a strategy to reach vulnerable groups and deliver on the 2030 Agenda for Sustainable Development, expanded towards more strategic programmes and the systematic documentation of good practices. Countries in humanitarian situations continued to use service delivery as a key strategy.

Figure XXI
Country offices applying implementation strategies (percentage), 2017



95. UNICEF drew on its comparative advantage in service delivery, which stems from (a) its experience in supporting the provision of quality services for children; (b) the development of approaches that facilitate scaling up; and (c) the adoption of relevant policy options, in both development and humanitarian situations, with an emphasis on leaving no child behind. In 2017, UNICEF worked to strengthen the capacities of policymakers, national institutions, civil society, communities, families and individuals for planning, managing and using services and, in humanitarian settings, to bolster emergency preparedness and response.

96. UNICEF leads in generating evidence on the situation of children worldwide. Work on the collection, analysis and dissemination of internationally comparable data on children continued, with an emphasis on disaggregated data to illuminate the situation of the most vulnerable. Notable 2017 research outputs included a global data-driven report on violence against children; evidence on cash-plus interventions in sub-Saharan Africa through the Transfer Project; a report card on the child-related Sustainable Development Goals in high-income countries; the State of the World's Children report on children in the digital age; demographic work on sub-Saharan Africa; and several reports on migrant and refugee children.

97. UNICEF remained one of the three most-trusted humanitarian organizations and the most-trusted children's organization, reaching 1 billion people around the world while engaging over 60 million to take action for children. In 2017, the #ChildrenUprooted, #EndViolence, early child development, World Children's Day and Humanitarian Advocacy campaigns integrated advocacy, public engagement, fundraising, branding and communications efforts. UNICEF country and regional offices and National Committees leveraged the organization's position as an expert

on the situation of children worldwide in their advocacy for policies and investments benefiting children.

98. UNICEF deepened public-sector partnerships for effective programme implementation and advocacy, working with civil society organizations, United Nations entities and international organizations. Highlights included strategic partnership frameworks with the World Bank and the Islamic Development Bank; the Universal Health Coverage Forum, organized with Japan, the World Bank and WHO; and an economic and technical cooperation agreement with China. Engagement with emerging development assistance offices, including the Brazilian Cooperation Agency and the Romanian International Development Cooperation Agency, mobilized new partners for technical assistance and funding.

99. UNICEF partnerships with the private sector played a key role in achieving results for children. In 2017, the longstanding partnership with H&M and the H&M Foundation on early childhood development and children's rights in the garment industry expanded to include a new focus on young children with disabilities, while partnerships with the LEGO Group and the LEGO Foundation, Procter & Gamble and FC Barcelona continued.

100. UNICEF accelerated results for children through innovation, with a vast network of public- and private-sector partners. The Global Innovation Centre supported some 90 countries to improve programme results by adapting innovative solutions to local contexts. U-Report (with 1.5 million new users, totalling 4.6 million) and RapidPro (in 51 countries, up from 37 in 2016) expanded in 2017, with applications in natural disasters and public health campaigns.

101. To drive the research and development of products needed by children in low-resource settings, UNICEF advanced 13 product innovation projects in 2017. A target product profile for in-vitro Zika diagnostics, published with WHO and the Pan American Health Organization, gained support through an advance purchase commitment from the United States Agency for International Development. In Ethiopia, UNICEF conducted field trials of the first automated pneumonia diagnostic device, with further trials and evaluations planned for Ethiopia and Nepal.

V. Revenue, expenses and resource mobilization³

102. Total revenue increased by 27 per cent in 2017, to \$6,577 million. Regular resources increased by 8 per cent, to \$1,424 million, while other resources increased by 33 per cent, to \$5,153 million. Consequently, regular resources as a proportion of total revenue fell from 25 per cent to 22 per cent.

Table 1
Revenue source and type, 2016 and 2017

(Millions of United States dollars)

Source of revenue	2016 actual ^a	2016 plan ^b	2017 actual	2017 plan ^c
Regular resources				
Government ^d	574	542	580	512
Private sector ^e	622	655	706	685
Other revenue ^f	121	105	138	115
Total — regular resources	1 317	1 302	1 424	1 312

³ Financial information is unaudited.

Source of revenue	2016 actual ^a	2016 plan ^b	2017 actual	2017 plan ^c
Other resources (regular)				
Government	1 053	1 134	1 529	1 083
Private sector	614	826	816	895
Inter-organizational arrangements	192	268	681	304
Subtotal	1 859	2 228	3 026	2 281
Other resources (emergency)				
Government	1 690	1 049	1 761	1 235
Private sector	160	90	188	90
Inter-organizational arrangements	165	175	178	114
Subtotal (rounded)	2 015	1 315	2 127	1 439
Total — other resources	3 874	3 543	5 153	3 721
Total revenue (rounded)	5 191	4 845	6 577	5 033

Note: Due to rounding, the totals may differ slightly from the sum of the columns.

^a Restated to reflect change in accounting policy.

^b According to financial estimates provided to the Executive Board in September 2016.

^c According to financial estimates provided to the Executive Board in September 2017.

^d Gross regular resources from Governments include income taxes paid by UNICEF on behalf of the citizens of Governments that contribute to regular resources.

^e 2017 actual includes contributions of \$36 million for specific management activities.

^f Other revenue includes income from interest, procurement services and other sources.

Table 2
Revenue source, 2016 and 2017

(Millions of United States dollars)

Source of revenue	2016 actual ^a	2016 plan ^b	2017 actual	2017 plan ^c
Government	3 317	2 725	3 870	2 830
Private sector/non-Government	1 396	1 571	1 710	1 670
Inter-organizational arrangements	357	443	859	418
Other	121	105	138	115
Total revenue	5 191	4 845	6 577	5 033

Note: Due to rounding, the totals may differ slightly from the sum of the columns.

^a Restated to reflect change in accounting policy.

^b According to financial estimates provided to the Executive Board in September 2016.

^c According to financial estimates provided to the Executive Board in September 2017.

103. The reason for the large variance between “plan” and “actual” for 2017 is that the planned figures reflect the best estimate of UNICEF of the funding required for the planned annual expenditure, whereas the actual figures reflect the revenue recognized during the year in compliance with the organization’s accounting policy. In 2017, UNICEF revised its accounting policy to recognize revenue in the year an agreement is signed, even for multi-year agreements. Given that significant multi-year agreements were signed in 2017, the actual revenue significantly exceeded the planned revenue.

104. Revenue for humanitarian assistance or other resources (emergency), at \$2.1 billion in 2017, was more than the planned amount, and 6 per cent higher than

in 2016. The humanitarian funding requirement had increased from \$2.1 billion in January 2014 to \$3.79 billion by December 2017, and other resources (emergency) revenue is projected to increase in 2018 as compared with 2017.

105. In 2017, 142 Governments contributed to UNICEF resources. Total public-sector revenue (from Governments, intergovernmental organizations and inter-organizational arrangements), came to \$4.7 billion, an all-time record, 46 per cent more than the Strategic Plan estimate for 2017 and 29 per cent more than for 2016. The three largest public-sector partners to UNICEF in 2017 for contributions received were the United States of America (\$815.3 million), the United Kingdom of Great Britain and Northern Ireland (\$520.9 million) and the European Commission (\$500.4 million).

106. Thematic funds allow for long-term planning, sustainability and savings in transaction costs for both UNICEF and its resource partners. The largest public-sector contributors to thematic funding pools in 2017 were Norway, Sweden, the Netherlands and Denmark, while the largest private-sector contributors were the German Committee for UNICEF and the United States Fund for UNICEF.

107. Private-sector revenue (from National Committees, individual donors, non-governmental organizations and foundations), at a record-breaking \$1.70 billion net, was 2 per cent more than planned and \$314 million, or 22 per cent more than in 2016.

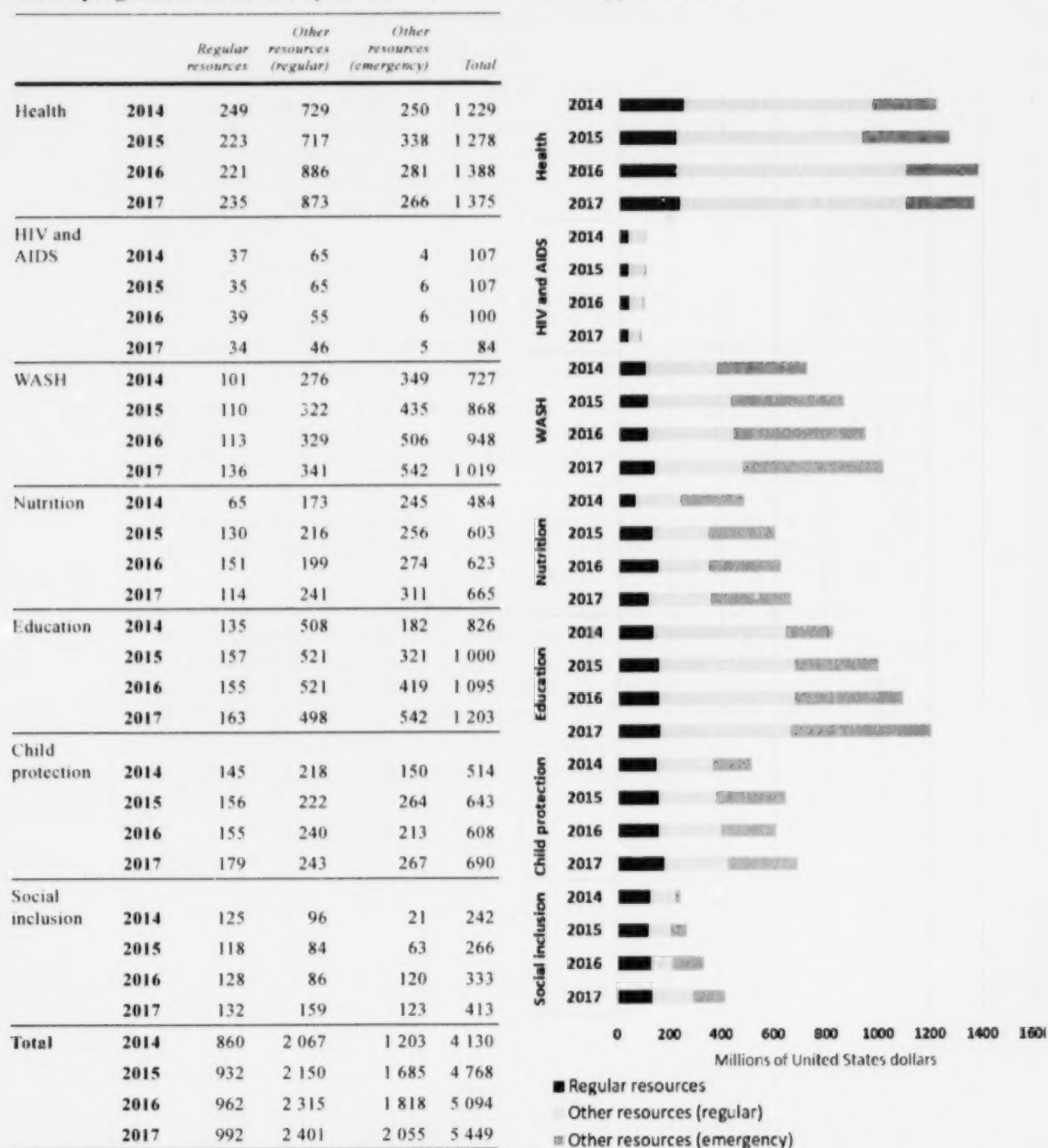
108. The breakdown of programme expense by outcome area reflects the cost of services and consumable goods received by UNICEF as well as programme supplies delivered to programme partners during 2017.

109. Total humanitarian expenses amounted to \$2.86 billion, or 52.6 per cent of total 2017 expenses; \$2.06 billion of this amount was other resources (emergency). Of the 30 country offices with the largest overall expenses, 27 had humanitarian action for children appeals in 2017; these 30 offices accounted for 80 per cent of total country office expenses (humanitarian and non-humanitarian) and 88 per cent of all humanitarian expenses at the field level.

110. Details of the Integrated Results and Resources Framework are described in E/ICEF/2018/9/Add.1.

Figure XXII

Direct programme assistance by outcome area and resource type, 2014–2017



Note: Data as at 27 March 2018. Due to rounding, the totals may differ slightly from the sum of the columns.

VI. Lessons learned

111. Several cross-cutting lessons emerged or were reconfirmed in 2017. Many are reflected in the Strategic Plan, 2018–2021. UNICEF noted the need for more-

integrated, multi-sectoral programming to advance progress for children in a range of areas, including reducing HIV infections; delivering cash assistance in emergencies; improving child survival, growth and development by addressing social determinants; and factors that keep the most vulnerable children, such as adolescent girls from marginalized groups, out of school and providing them with opportunities to learn and using integrated advocacy, communications and fundraising efforts to promote policies and investments that benefit children.

112. Recent experience, including in work on health, HIV, nutrition, education and gender, highlighted the importance of an increased focus on adolescence, with targeted, resourced and evidence-based programming to address unmet needs and build upon progress made in the first decade of life. The Strategic Plan, 2018–2021 notes adolescents' potential to become powerful agents of change, and calls for UNICEF to support the greater prioritization of their needs in national policies and systems and programmes that enhance their civic engagement.

113. Engaging communities has been highlighted as a key strategy to effect change in such areas as health, HIV, WASH and humanitarian response, including through communication for development. Successful initiatives, such as community-led total sanitation and HIV-related community interventions, that have improved service quality and retention in care demonstrate the importance of this approach, as does the gap in the achievement of HIV-related knowledge and behaviour change among adolescents. The Strategic Plan, 2018–2021 strengthens the focus on strategies that address demand-related barriers and engage children and communities.

114. Another lesson is the need to strengthen national systems to assist the most disadvantaged children, including through strong data management and use, and to scale up equity-focused programming and advocacy. To reduce stunting and other forms of malnutrition, UNICEF has noted the need to support nutrition programming at scale. Lessons from child protection indicate that scaling up action to address violence against children will require work on systemic factors, including by prioritizing social service strengthening.

115. Stronger systems, risk-informed programming and business continuity planning have also emerged as key factors in emergency preparedness, response and recovery. Challenges relating to health, as in immunization programmes, were tied to the strain that public health emergencies place on health systems. Experience with WASH-related health crises, such as cholera, demonstrated the need to adjust programming strategies, while the growing experience of UNICEF with cash transfers in humanitarian contexts highlighted the need to strengthen social protection systems to respond to crises. These efforts contribute to the overall drive for greater coherence and complementarity between humanitarian and development work.

116. Going forward, UNICEF will strengthen public- and private-sector partnerships as a key strategy for delivering results. At the country level, UNICEF will continue to work in partnership with national Governments, affirming their primary responsibility for guiding their countries' development and coordinating assistance in accordance with national strategies and priorities. In line with the common chapter of the Strategic Plan, 2018–2021, this includes continued efforts to enhance coordination with other United Nations agencies to leverage that collaborative advantage into greater efficiency and effectiveness, accelerating the implementation of the 2030 Agenda to realize children's rights and shape sustainable progress that leaves no one behind.

VII. Draft decision

The Executive Board

1. *Takes note* of the annual report for 2017 of the Executive Director of UNICEF, including the report on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) and achievements against the Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2014–2017 (E/ICEF/2018/9 and Add.1), the table on the implementation of the QCPR, 2017 (UNICEF/2018/EB/7) and the data companion and scorecard;
 2. *Takes note* of the UNICEF report on the recommendations of the Joint Inspection Unit (E/ICEF/2018/11);
 3. *Decides* to transmit the above-mentioned reports to the Economic and Social Council, along with a summary of the comments and guidance of the Executive Board.
-



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Item 3 of the provisional agenda*

Report on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and the Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2014–2017

Key performance indicators[†]

Table 1

Achievement in meeting benchmarks for normative principles, by number of country offices, 2013–2017

Normative principle	Year	Number of country offices				Total
		Fully met	Mostly met	Partially met	Initiating action	
Human rights	2013	42	56	26	4	128
	2014	122	6	0	0	128
	2015	117	9	2	0	128
	2016	115	12	1	0	128
	2017	114	13	0	1	128
Gender equality	2013	13	50	46	9	128
	2014	32	52	29	15	128
	2015	35	49	33	11	128
	2016	51	51	22	4	128
	2017	59	51	11	7	128
Environmental sustainability	2013	15	35	38	40	128

* E/ICEF/2018/8

[†] Extensive data on performance indicators are presented in the accompanying data companion scorecard.



<i>Normative principle</i>	<i>Year</i>	<i>Number of country offices</i>				<i>Total</i>
		<i>Fully met</i>	<i>Mostly met</i>	<i>Partially met</i>	<i>Initiating action</i>	
	2014	16	34	29	49	128
	2015	39	28	46	15	128
	2016	45	30	42	11	128
	2017	46	36	39	7	128

Table 2
Achievement in meeting benchmarks for implementation strategies, by number of country offices, 2014–2017

<i>Implementation strategy</i>	<i>Year</i>	<i>Number of country offices</i>			<i>Total</i>
		<i>Practised</i>	<i>Partially practised</i>	<i>Currently not practised</i>	
Capacity development	2014	110	18	0	128
	2015	110	18	0	128
	2016	114	14	0	128
	2017	115	12	1	128
Evidence generation	2014	112	16	0	128
	2015	117	11	0	128
	2016	117	11	0	128
	2017	90	37	1	128
South-South cooperation	2014	76	45	7	128
	2015	91	31	6	128
	2016	89	35	4	128
	2017	87	38	3	128
Innovation	2014	16	44	68	128
	2015	18	50	60	128
	2016	25	51	52	128
	2017	28	43	57	128
Service delivery	2014	82	24	22	128
	2015	85	23	20	128
	2016	95	13	20	128
	2017	88	23	17	128
Strategic partnerships	2014	62	51	15	128
	2015	75	47	6	128
	2016	80	41	7	128
	2017	80	42	6	128
Cross-sectoral	2014	54	54	20	128
	2015	78	29	21	128
	2016	80	35	13	128
	2017	79	37	12	128

Table 3

Key programme and operations management performance indicators, 2014–2017

Key performance indicator	Baseline (2013, unless otherwise stated)	Result				Milestone		Target
		2014	2015	2016	2017	2015	2016	2017
Higher-quality programmes through results-based management								
Improved accountability of results								
Country offices rating the usefulness of technical guidance and support as satisfactory	73%	93%	94%	98%	97%	> 80%	> 80%	> 80%
Global Programme Partnerships (GPPs) in which UNICEF plays a governance role and additional resources raised through GPPs for UNICEF	3 (2014)	3	5	5	5	5	6	8
Country programme outcomes and outputs that are annually reported as either on track or achieved	79% (2014)	79%	75%	75%	78%	80%	80%	80%
New country programme documents (CPDs) approved by the Executive Board that meet organizational standards on the human rights-based approach (quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR))	76.4%	83%	80%	79%	81%	70%	75%	80%
New CPDs approved by the Executive Board that meet organizational standards on gender mainstreaming (QCPR)	67.2%	°	74%	72%	75%	70%	75%	80%
New CPDs approved by the Executive Board that meet organizational standards on results-based management (QCPR)	78% (2015)	°	77%	77%	77%	75%	80%	85%
Country offices reporting on South-South and triangular cooperation activities in their annual reports (QCPR)	88%	86%	89%	84%	88%	92%	95%	95%
Country offices that meet organizational benchmarks for capacity development, strategic partnerships and other implementation strategies (QCPR)	57% (2014)	57%	64%	67%	63%	70%	75%	80%
Country offices that apply the standard operating procedures for "Delivering as one" countries, or components of them (QCPR)	28%	41%	53%	63%	64%	45%	60%	80%
Country offices reporting the accessibility and usefulness of programme policies, guidance and cross-sectoral support as satisfactory	92%	99%	99%	99%	99%	100%	100%	100%
Member States giving positive feedback on the quality of corporate reporting on results and mandates (QCPR)	100%	100%	100%	100%	100%	100%	100%	100%
Percentage and number of humanitarian situations in which country offices receive effective operational, programmatic, financial or policy support from regional office and headquarters	60%	99%	100%	99%	100%	100%	100%	100%
Major humanitarian situations in which UNICEF reported monthly or with frequency agreed by the Emergency Management Team on progress against a small number of Core Commitments for Children in Humanitarian Action (CCC)-aligned results indicators	81%	100%	100%	100%	100%	100%	100%	100%
Procurement cases submitted to Contracts Review Committee that are approved on first review	87%	93%	94%	95%	94%	94%	95%	96%
Innovations that reach a predefined endpoint	0	—	7	6	3	2	2	2

Key performance indicator	Baseline (2013, unless otherwise stated)	Result				Milestone		Target
		2014	2015	2016	2017	2015	2016	2017
Country offices monitoring the proportion of institutional contracts sourced from national expertise (QCPR)	63%	60%	59%	64%	68%	70%	80%	90%
Country offices monitoring the proportion of individual contracts sourced from national expertise (QCPR)	65%	64%	63%	68%	71%	70%	80%	90%
Supply Division-handled rapid-response orders of supplies ready to be delivered within 48 hours of sales order release	90%	81%	98%	100%	100%	100%	100%	100%
Orders delivered at port of entry at agreed target arrival date	57%	67%	76%	77%	78%	95%	95%	95%
Improved management of financial and human resources in pursuit of results								
Independent corporate oversight and assurance								
UNICEF evaluations with a formal management response	92%	79%	50%	95%	96%	92%	92%	92%
UNICEF evaluations rated unsatisfactory on the basis of United Nations standards	2%	3%	3%	1%	0%	3%	3%	< 3%
Country offices submitting at least one completed evaluation to the global evaluation database in the previous three years	75%	74%	76%	76%	87%	75%	78%	80%
Country offices that support the capacity development of national evaluation associations and/or institutions (QCPR)	59	61	63	66	69	70	75	100
Agreed evaluation recommendations under implementation as recorded in the global management response tracking system	45%	49%	44%	43%	36%	52%	55%	60%
Agreed evaluation recommendations completed as recorded in the global management response tracking system	36%	27%	20%	33%	46%	30%	32%	35%
Offices/divisions with audit recommendations outstanding for more than 18 months	3	8	5	3	2	< 10	< 10	< 10
Completion of investigation intake in standard time frame (nine months)	85%	80%	66%	73%	67%	90%	90%	90%
Corporate financial, information and communications technology and administrative management								
Management/administration/development effectiveness support costs as a ratio of total resources	11.6%	9.0%	9.1%	9.1%	9.1%	10.7%	11.4%	11.8%
Emergencies in which information technology services requested are provided according to standards in the revised CCCs	75%	95%	90%	94%	90%	90%	90%	90%
External service-level agreement targets met or exceeded	100%	100%	100%	100%	100%	100%	100%	100%
Internal service-level agreement targets met or exceeded	76%	80%	80%	80%	>80%	80%	80%	85%
Projects delivered within scope, time and budget	70%	75%	75%	80%	85%	75%	75%	75%
Countries implementing common services (QCPR)	117	115	115	120	125	115	115	115
Countries implementing common long-term agreements (QCPR)	89	96	95	103	100	96	96	96
Countries implementing harmonized approach to procurement (QCPR)	45	55	63	80	84	60	65	70

Key performance indicator	Baseline (2013, unless otherwise stated)	Result				Milestone		Target
		2014	2015	2016	2017	2015	2016	2017
Countries implementing common human resources management (QCPR)	25	36	40	36	39	35	40	45
Countries implementing information and communications technology services (QCPR)	28	41	47	47	64	45	50	50
Countries implementing financial management services (QCPR)	27	20	32	36	37	30	30	30
Core expenditure on development-related activities directed to programme activities (QCPR)	74%	83%	84%	85%	85%	80%	80%	80%
Non-core expenditure on development-related activities directed to programme activities (QCPR)	95%	94%	93%	92%	93%	93%	93%	93%
Corporate external relations and partnerships, communications and resource mobilization								
Donor reports submitted on time	75%	72%	72%	79%	85%	75%	80%	80%
Income: regular resources (millions of United States dollars)	1 265	1 326	1 174 ^a	1 317 ^b	1 424	1 240	1 272	1 329
Income: other resources (regular) (millions of United States dollars)	2 256	2 264	2 055 ^a	1 859 ^b	3 026	2 240	2 093	2 070
Income: other resources (emergency) (millions of United States dollars)	1 332	1 579	1 780 ^a	2 015 ^b	2 127	1 229	919	924
Coverage of UNICEF that is favourable or higher in global top-tier media	67%	67%	75%	75%	76%	> 70%	> 75%	> 80%
People engaged with UNICEF top global digital and social media platforms (millions)	15	20	30	37	48	25	35	40
UNICEF global leadership rank (UNICEF position in comparison to other United Nations agencies)	Top United Nations agency	Top United Nations agency	Top United Nations agency	Top United Nations agency	Top United Nations agency	Top United Nations agency	Top United Nations agency	Top United Nations agency
UNICEF position among international children's organizations in the WIN/Gallup International Association Global Non-Governmental Organization (NGO) Barometer	1	1	1	— ^c	— ^c	1	1	1
UNICEF position among humanitarian organizations in the WIN/Gallup International Association Global NGO Barometer	Top 3	Top 3	Top 3	— ^c	— ^c	Top 3	Top 3	Top 3
UNICEF country offices participating in a common budgetary framework	31%	32%	30%	41%	43%	35%	40%	50%
Size and trend in funding from Government (QCPR) (millions of United States dollars)	2 610	3 181	3 023 ^b	3 317 ^b	3 870	2 660	2 328	2 328
Size and trend in funding from non-governmental partners, including international financial institutions, regional development banks, civil society and private sector (QCPR) (millions of United States dollars)	1 223	1 894	1 889 ^b	1 753 ^b	2 569	2 049	1 956	1 996
Human resources management								
Average length of recruitment period (number of days from closing date of advertisement to date of offer letter)	72	79	85	81	84	90	75	60
Requests for surge-capacity support met within 56 days (from formal request to arrival of staff member in country, in accordance with CCCs)	92%	91%	89%	98%	93%	90%	90%	90%
Staff at all levels who are female	48%	47%	47%	47%	47%	48%	49%	50%

Key performance indicator	Baseline (2013, unless otherwise stated)	Result				Milestone		Target
		2014	2015	2016	2017	2015	2016	2017
Staff at the P-5 level and above who are female	44%	45%	46%	48%	45%	45%	48%	50%
Corporate leadership and direction								
Average achievement rate against Strategic Plan milestones	—	— ^d	95%	90%	105%	100%	100%	100%
Staff and premises security								
Country offices meeting minimum operating security standards	91%	90%	94%	100%	100%	90%	95%	100%
Country offices meeting business continuity plan requirements	99%	99%	100%	98%	99%	100%	100%	100%
Field/country office oversight, management and operations support								
Countries in which UNICEF supports capacity development through policies, institutions, systems and plans to strengthen equity-focused plans for children, especially the poorest and most vulnerable (QCPR)	98% (2014)	98%	99%	99%	95%	98%	99%	100%
Country offices that demonstrate efficiency gains and/or cost savings in programme and operations functions	86%	72%	72%	80%	83%	90%	95%	100%
Allocated regular resources for programmes expended at end of year	96.5%	95%	97%	98%	98%	> 95%	> 95%	> 95%
UNICEF contribution in cash provided to the resident coordinator system (QCPR) (millions of United States dollars)	3.5	3.5	3.6	4.0	4.2	3.6	4.0	4.2
UNICEF contribution in kind provided to the resident coordinator system (QCPR) (millions of United States dollars)	2.4	2.7	2.9	3.2	5.9	2.8	3.1	3.4
Coordination of the United Nations development system								
United Nations development system leadership and coordination								
For globally led or co-led clusters and areas of responsibility, country-level clusters and areas of responsibility that have a designated country coordinator	100%	87%	94%	92%	74%	50%	50%	50%
For newly activated clusters or areas of responsibility, country coordinator positions filled within 30 days of cluster activation	100%	55%	80%	— ^e	100%	90%	90%	90%

^a Country programme document reviews were not conducted in 2014.

^b Corrigendum.

^c The WIN/Gallup International Association discontinued the Global NGO Barometer, which was the source of data, in 2016.

^d The annual milestones were developed in 2015.

^e There was no formal cluster activation in 2016.

Resources and expenses, 2017

Table 4

Top 20 resource partners for regular resources, 2017, by contributions received^a

(Millions of United States dollars)

<i>Resource partner</i>	<i>Regular resources</i>
1. United States of America	133
2. Japan NC	111
3. Korea NC	99
4. Sweden	85
5. United Kingdom of Great Britain and Northern Ireland	54
6. Spain NC	53
7. Norway	48
8. Germany NC	44
9. France NC	44
10. Sweden NC	42
11. The Netherlands NC	41
12. Italy NC	35
13. United States NC	35
14. Switzerland	24
15. The Netherlands	20
16. Japan	19
17. Belgium	18
18. Germany	17
19. Australia	16
20. United Kingdom NC	14

Abbreviation: NC = National Committee for UNICEF.

^a Contributions received in cash.

Table 5

Top 30 resource partners, 2017, by contributions received^a

(Millions of United States dollars)

<i>No.</i>	<i>Resource partner</i>	<i>Regular resources</i>	<i>Other resources (regular)</i>	<i>Other resources (emergency)</i>	<i>Total</i>
1.	United States of America	133	164	518	815
2.	United Kingdom	54	203	264	521
3.	European Commission	—	285	215	500
4.	Germany	17	116	234	367
5.	World Bank Group	—	351	—	351
6.	United States NC	35	261	44	339
7.	Sweden	85	82	40	207
8.	Norway	48	86	60	194
9.	Japan	19	78	73	170
10.	Office for the Coordination of Humanitarian Affairs (OCHA) ^b	—	—	141	141
11.	Japan NC	111	9	13	133

No.	Resource partner	Regular resources	Other resources (regular)	Other resources (emergency)	Total
12.	Canada	13	70	49	132
13.	Korea NC ^a	99	23	2	124
14.	GAVI Fund	–	120	–	120
15.	The Netherlands	20	58	25	103
18.	Germany NC	44	16	35	95
16.	Sweden NC	42	35	8	85
17.	Spain NC	53	7	9	69
19.	United Kingdom NC	14	35	18	67
20.	United Nations Development Group joint programmes	–	66	–	66
21.	France NC	44	11	6	61
22.	The Netherlands NC	41	8	9	58
23.	Denmark	13	24	18	55
24.	United Nations Development Programme ^c	–	27	26	53
25.	Global Partnership for Education	–	52	–	52
26.	Italy NC	35	2	3	40
27.	Australia	16	4	20	40
28.	Switzerland	24	5	11	40
29.	Republic of Korea	4	28	6	38
30.	Global Fund to Fight Aids, Tuberculosis and Malaria	–	34	4	38

Abbreviation: NC = National Committee for UNICEF.

Note: Some figures have been rounded; data as at 27 March 2018.

^a Contributions received in cash.

^b Contributions received from the Office for the Coordination of Humanitarian Affairs includes \$109 million related to the Central Emergency Response Fund and \$32 million related to other sources.

^c Contributions received from the United Nations Development Programme include \$10 million related to the Common Humanitarian Fund and \$43 million related to One Funds and joint programmes.

Table 6
Top 5 resource partners for contributions received in kind, 2017

(Millions of United States dollars)

Resource partner	Contribution
1. United States of America	30
2. Nutrition International	10
3. Denmark	3
4. Hungary	3
5. Nigeria	2

Table 7
Direct programme expense by region, 2017

(Millions of United States dollars)

Region	Health	HIV and AIDS	Water, sanitation and hygiene (WASH)	Nutrition	Education	Child protection	Social inclusion	Total
EAPR	63.7	4.8	38.1	27.8	62.4	41.4	22.1	260.5
ECAR	16.5	3.8	12.0	3.8	135.8	66.9	36.7	275.4
ESAR	344.5	33.3	236.7	228.7	206.9	142.4	52.7	1 245.3
HQ	85.8	6.5	24.3	14.3	29.3	26.8	41.4	228.4
LACR	20.0	2.0	31.6	10.2	43.7	41.2	24.8	173.4
MENA	179.0	1.4	362.2	114.3	442.0	190.8	174.6	1 464.1
SA	228.2	1.7	86.5	94.2	108.7	59.3	25.8	604.5
WCAR	437.4	30.7	227.1	172.1	174.0	120.7	35.1	1 197.2
Total	1 374.9	84.2	1 018.5	665.4	1 202.9	689.7	413.3	5 448.7

Abbreviations: Regional designations – EAPR: East Asia and the Pacific; ECAR: Europe and Central Asia; ESAR: Eastern and Southern Africa; HQ: headquarters; LACR: Latin America and Caribbean; MENA: Middle East and North Africa; SA: South Asia; WCAR: West and Central Africa.

Note: Due to rounding, totals may differ slightly from the sums of the columns and rows; data as at 27 March 2018.

Table 8
Direct programme expense by outcome area,^a 2017

(Millions of United States dollars)

Outcome area	Regular resources	Other resources (regular)	Other resources (emergency)	Total	Percentage of 2017 programme expense	Strategic Plan, 2014–2017 projected programme expense (percentage)
Health	235.3	873.4	266.2	1 374.9	25.2%	28.0
HIV and AIDS	34.0	45.5	4.7	84.2	1.5%	5.0
WASH	135.7	341.3	541.6	1 018.5	18.7%	15.0
Nutrition	113.7	241.0	310.7	665.4	12.2%	10.0
Education	162.6	497.8	542.4	1 202.9	22.1%	20.0
Child protection	179.4	243.1	267.2	689.7	12.7%	12.0
Social inclusion	131.6	159.1	122.5	413.3	7.6%	10.0
Total (rounded)	992.2	2 401.2	2 055.3	5 448.7	100.0%	100.0

Note: Due to rounding, totals may differ slightly from the sum of the columns; data as at 27 March 2018.

^a In accordance with International Public Sector Accounting Standards, UNICEF reclassifies programme expense that is directly related to the construction of buildings, primarily schools, as an asset. Programme expense will be recorded in 2018 when the buildings have been completed and handed over to partners.

Table 9
Direct programme expense by outcome area in sub-Saharan Africa, 2017

(Millions of United States dollars)

<i>Outcome area</i>	<i>Regular resources</i>	<i>Other resources (regular)</i>	<i>Other resources (emergency)</i>	<i>Total</i>
Health	137.8	533.7	133.3	804.8
HIV and AIDS	27.0	35.7	1.9	64.5
WASH	80.3	228.5	177.4	486.2
Nutrition	64.4	140.9	216.5	421.7
Education	92.2	224.2	82.0	398.4
Child protection	97.2	114.3	63.9	275.4
Social inclusion	51.9	30.0	6.6	88.4
All Strategic Plan outcome areas: sub-Saharan Africa	550.7	1 307.1	681.5	2 539.4

Note: Due to rounding, totals may differ slightly from the sum of the columns; data as at 27 March 2018.

Table 10
Direct programme expense by outcome area in the least developed countries, 2017

(Millions of United States dollars)

<i>Outcome area</i>	<i>Regular resources</i>	<i>Other resources (regular)</i>	<i>Other resources (emergency)</i>	<i>Total</i>
Health	134.1	460.4	156.8	751.3
HIV and AIDS	16.1	26.5	1.5	44.1
WASH	84.7	215.8	211.6	512.1
Nutrition	66.2	153.0	234.1	453.3
Education	91.0	263.5	98.2	452.7
Child protection	99.9	95.6	76.6	272.1
Social inclusion	51.6	102.7	18.6	172.9
All Strategic Plan outcome areas: least developed countries	543.7	1 317.4	797.4	2 658.5

Note: Due to rounding, totals may differ slightly from the sum of the columns; data as at 27 March 2018.

Table 11
Direct programme expense by programme area in each outcome area, 2017

(Millions of United States dollars)

<i>Programme area</i>	<i>Expense</i>	<i>Percentage of outcome area expense</i>
Immunization	173.4	13%
Polio eradication	286.6	21%
Maternal and newborn health	174.9	13%
Child health	200.6	15%
Health systems strengthening	156.8	11%
Health and emergencies	150.8	11%

<i>Programme area</i>	<i>Expense</i>	<i>Percentage of outcome area expense</i>
Health (general)	231.8	17%
Total for outcome area: health	1 374.9	100%
Infant male circumcision and prevention of mother-to-child transmission of HIV	21.7	26%
Care and treatment of children affected by HIV and AIDS	5.9	7%
Adolescents and HIV and AIDS	12.8	15%
Protection, care and support for children and families affected by HIV	1.2	1%
HIV (general)	42.7	51%
Total for outcome area: HIV and AIDS	84.2	100%
Water supply	192.7	19%
Sanitation	79.4	8%
Hygiene	18.4	2%
WASH in schools and early childhood development centres	62.9	6%
WASH and emergencies	339.0	33%
WASH (general)	326.0	32%
Total for outcome area: WASH	1 018.5	100%
Infant and young child feeding	72.0	11%
Micronutrients	40.9	6%
Nutrition and HIV	0.0	0%
Community-based management of acute malnutrition	189.0	28%
Nutrition and emergencies	69.0	10%
Nutrition (general)	294.5	44%
Total for outcome area: nutrition	665.4	100%
Early learning	73.8	6%
Equity focus on girls and inclusive education	169.8	14%
Learning and child-friendly schools	215.3	18%
Education in emergencies	438.8	36%
Education (general)	305.2	25%
Total for outcome area: education	1 202.9	100%
Data and child protection	11.5	2%
Child protection systems	91.6	13%
Violence, exploitation and abuse	119.7	17%
Justice for children	40.3	6%
Birth registration	31.3	5%
Child protection and emergencies	208.8	30%
Child protection: strengthen families and communities	71.4	10%

<i>Programme area</i>	<i>Expense</i>	<i>Percentage of outcome area expense</i>
Child protection (general)	115.1	17%
Total for outcome area: child protection	689.7	100%
Social exclusion data and evidence	28.2	7%
Social protection and child poverty	198.1	48%
Public finance and local governance	21.6	5%
Policy advocacy: urban, civil society, parliament, environment	47.7	12%
Human rights institutions	20.0	5%
Economic and social policy (general)	97.7	24%
Total for outcome area: social inclusion	413.3	100%

Note: Due to rounding, totals may differ slightly from the sum of the columns; data as at 27 March 2018.

Table 12

Thematic funding expense for Strategic Plan outcome areas and humanitarian assistance, 2017

(Millions of United States dollars)

<i>Outcome area</i>	<i>2017</i>
Health	14.0
HIV and AIDS	9.3
WASH	44.1
Nutrition	5.9
Education	93.4
Child protection	23.0
Social inclusion	6.0
Gender equality	0.1
Humanitarian assistance	192.1
Total	387.9

Note: Data as at 27 March 2018.

Resources and links to the UNICEF Strategic Plan, 2014–2017²

Table 13
Integrated Results and Resources Framework by outcome area, 2014–2017
(Millions of United States dollars)

Outcome	Original 2014–2017				Revised 2014–2017 ³				Expenses 2014–2017 ³			
	Other resources				Other resources				Other resources			
	Regular resources	Programme resources	Cost recovery	Total resources	Regular resources	Programme resources	Cost recovery	Total resources	Regular resources	Programme resources	Cost recovery	Total resources
Programmes	4 091.0	10 713.6	–	14 804.6	3 651.8	13 429.1	–	17 080.9	3 746.0	15 695.9	–	19 441.9
P1 Improved and equitable use of high-impact maternal and child health interventions from pregnancy to adolescence and promotion of healthy behaviours	1 227.3	2 918.0	–	4 145.3	1 022.5	3 760.2	–	4 782.7	928.8	4 342.0	–	5 270.8
P2 Improved and equitable use of proven HIV prevention and treatment interventions by children, pregnant women and adolescents	245.4	494.8	–	740.2	182.6	671.4	–	854.0	146.2	254.0	–	400.2
P3 Improved and equitable use of safe drinking water and sanitation and improved hygiene practices	450.0	1 776.7	–	2 220.7	547.8	2 014.4	–	2 562.1	460.3	3 102.7	–	3 863.0
P4 Improved and equitable use of nutritional support and improved nutrition and care practices	327.3	1 153.2	–	1 480.5	365.2	1 342.9	–	1 708.1	459.9	1 917.0	–	2 376.9
P5 Improved learning outcomes and equitable and inclusive education	654.6	2 306.3	–	2 960.9	730.4	2 685.8	–	3 416.2	611.0	3 513.7	–	4 124.7
P6 Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children	490.9	1 285.6	–	1 776.5	438.2	1 611.4	–	2 049.6	636.7	1 816.7	–	2 453.3

² Extensive data on the Integrated Results and Resources Framework are presented in the accompanying data companion and scorecard.

Outcome	Original 2014 2017			Revised 2014 2017			Expenses 2014 2017					
	Other resources			Other resources			Other resources					
	Regular resources	Programmes	Cost recovery	Regular resources	Programmes	Cost recovery	Regular resources	Programmes	Cost recovery			
	Regular resources	Programmes	Cost recovery	Regular resources	Programmes	Cost recovery	Regular resources	Programmes	Cost recovery			
p7 Improved policy environment and systems for disadvantaged and excluded children, guided by improved knowledge and data	695.5	785.0	-	1 480.5	365.2	1 342.9	-	1 708.1	503.1	749.8	-	1 252.9

Note: Due to rounding, totals may differ slightly from the sum of the columns, data as at 27 March 2018

Table 14

Integrated Results and Resources Framework by result area, 2014–2017

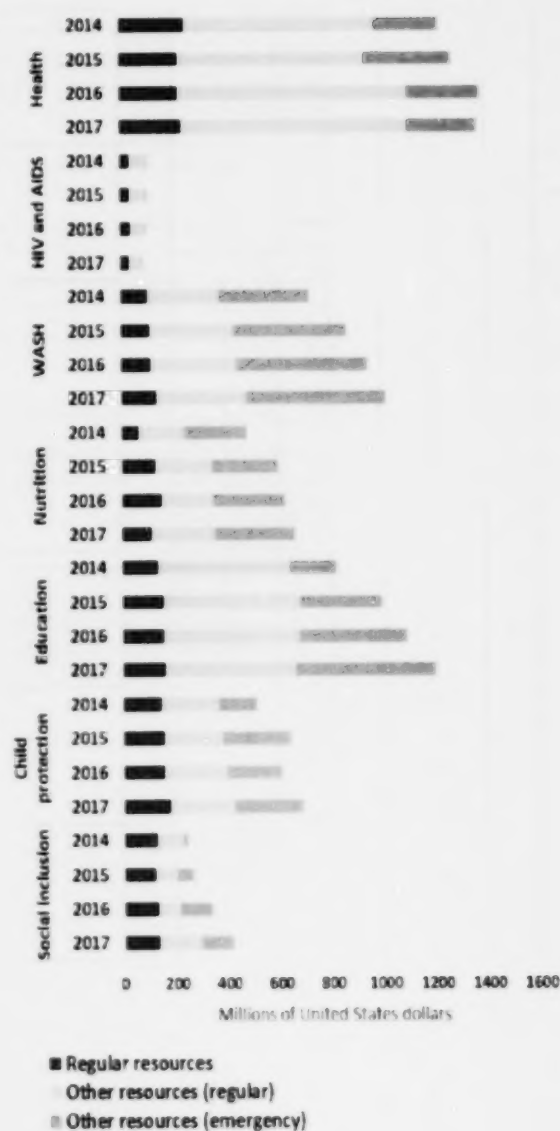
(Millions of United States dollars)

Result/Functional cluster	Original 2014 2017			Revised 2014 2017			Expenditures – actual 2014 2017					
	Other resources			Other resources			Other resources					
	Regular resources	Programmes	Cost recovery	Regular resources	Programmes	Cost recovery	Regular resources	Programmes	Cost recovery			
Organizational effectiveness and efficiency												
Higher-quality programmes through results-based management	467.4	100.1	-	567.5	467.4	100.1	-	567.5	418.2	108.7	-	526.9
Improved management of financial and human resources in pursuit of results	648.7	-	786.7	1 435.4	531.2	-	904.2	1 435.4	304.1	-	972.5	1 276.6
Coordination of the United Nations development system	20.3	16.3	-	36.6	20.3	16.3	-	36.6	20.7	7.3	-	28.1
Special purpose												
Capital investments	646.8	-	36.3	683.1	613.4	86.0	34.6	734.1	631.5	61.2	74.1	766.8
Private sector fundraising	18.7	-	36.3	55.0	20.4	-	34.6	55.0	21.6	-	74.1	95.7
Other, including procurement services	454.0	-	-	454.0	410.6	86.0	-	496.6	423.5	61.2	-	484.6
	174.1	-	-	174.1	182.5	-	-	182.5	186.4	-	-	186.4
Total use of resources by result area	1 783.2	116.4	823.0	2 722.6	1 632.3	202.4	938.8	2 773.6	1 374.5	177.2	1 046.7	2 598.4

Note: Due to rounding, totals may differ slightly from the sum of the columns, data as at 21 March 2018.

Figure 1
Direct programme assistance by outcome area and resource type, 2014–2017

		Regular resources	Other resources (regular)	Other resources (emergency)	Total
Health	2014	249	729	250	1 229
	2015	223	717	338	1 278
	2016	221	886	281	1 388
	2017	235	873	266	1 375
HIV and AIDS	2014	37	65	4	107
	2015	35	65	6	107
	2016	39	55	6	100
	2017	34	46	5	84
WASH	2014	101	276	349	727
	2015	110	322	435	868
	2016	113	329	506	948
	2017	136	341	542	1 019
Nutrition	2014	65	173	245	484
	2015	130	216	256	603
	2016	151	199	274	623
	2017	114	241	311	665
Education	2014	135	508	182	826
	2015	157	521	321	1 000
	2016	155	521	419	1 095
	2017	163	498	542	1 203
Child protection	2014	145	218	150	514
	2015	156	222	264	643
	2016	155	240	213	608
	2017	179	243	267	690
Social inclusion	2014	125	96	21	242
	2015	118	84	63	266
	2016	128	86	120	333
	2017	132	159	123	413
Total	2014	860	2 067	1 203	4 130
	2015	932	2 150	1 685	4 768
	2016	962	2 315	1 818	5 094
	2017	992	2 401	2 055	5 449



Note: Due to rounding, totals may differ slightly from the sum of the columns, data as at 27 March 2018

Table 15
Direct programme expense and results achieved by outcome area,^a
2014–2017

<i>Outcome area</i>	<i>Percentage of programme expense</i>				<i>Strategic Plan, 2014–2017 projected programme expense</i>
	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	
Improved and equitable use of high-impact maternal and child health interventions from pregnancy to adolescence and promotion of health behaviours	29.8	26.8	27.2	25.2	28.0
Improved and equitable use of proven HIV prevention and treatment interventions by children, pregnant women and adolescents	2.6	2.2	2.0	1.5	5.0
Improved and equitable use of safe drinking water and sanitation and improved hygiene practices	17.6	18.2	18.6	18.7	15.0
Improved and equitable use of nutritional support and improved nutrition and care practices	11.7	12.7	12.2	12.2	10.0
Improved learning outcomes and equitable and inclusive education	20.0	21.0	21.5	22.1	20.0
Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children	12.4	13.5	11.9	12.7	12.0
Improved policy environment and systems for disadvantaged and excluded children, guided by knowledge and data	5.9	5.6	6.5	7.6	10.0
Total (rounded)	100.0	100.0	100.0	100.0	100.0

Note: Due to rounding, totals may differ slightly from the sum of the columns; data as at 27 March 2018.

^a In accordance with International Public Sector Accounting Standards, UNICEF reclassifies programme expense that is directly related to the construction of buildings, primarily schools, as an asset. Programme expense will be recorded in 2018 when the buildings have been completed and handed over to partners.

Relevant indicators from the report of the Secretary-General on implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system³

Table 16
UNICEF progress, 2014–2017

<i>Number in monitoring and reporting framework</i>	<i>QCPR^a operative paragraph</i>	<i>Indicator</i>	<i>Frequency</i>	<i>Progress for UNICEF</i>
12	35	Number of United Nations entities reporting to their governing bodies in 2014 on concrete measures to broaden the donor base	Once	Reporting was done in the context of the structured dialogue held at the 2014 regular session of the Executive Board. Progress was noted by Board members in paragraph 7 of its decision 2014/17. UNICEF continued to report on broadening the donor base in structured dialogues in 2015 and 2016. A structured dialogue was held in September 2017, during the second regular session of the Board, following an informal consultation on the subject in August.
13	39	Number of United Nations funds and programmes that defined common principles for the concept of critical mass of core resources by 2014	Once	Common principles for a critical mass of core resources were presented by the funds and programmes to Member States on 19 December 2013. The common principles were applied by each agency in response to its business model and funding architecture through a series of consultations with Member States. UNICEF held three informal consultations in 2014 (29 May, 9 July and 27 August) with its Executive Board to discuss the issue of critical mass in the context of the structured dialogue for financing the results of the UNICEF Strategic Plan, 2014–2017. Specific approaches for defining a critical mass of core resources were presented to the Board during these informal consultations. The Board adopted decision 2014/17 on the matter during its 2014 second regular session, whereby Board members noted the common principles for the concept of a critical mass of core resources.

³ The indicators and the baseline and target figures, presented in table 16, correspond to those in the monitoring and reporting framework annexed to the report of the Secretary-General on the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/71/63–E/2016/8).

<i>Number in monitoring and reporting framework</i>	<i>QCPR^a operative paragraph</i>	<i>Indicator</i>	<i>Frequency</i>	<i>Progress for UNICEF</i>
17	46	Number of United Nations entities that held structured dialogues in their respective governing bodies during 2014 on how to finance the development results agreed in the new strategic planning cycle	Once	UNICEF held a structured dialogue on financing the results of the Strategic Plan and a critical mass of core resources on 9 September 2014, during the second regular session of the Executive Board. In its decision 2014/17, the Board decided to organize, with the support of the UNICEF secretariat, on an annual basis during its second regular session a structured dialogue with Member States to monitor and follow up on the predictability, flexibility and alignment of resources provided for the implementation of the Strategic Plan, including information on funding gaps. In keeping with the decision, UNICEF organized a structured dialogue on financing the results of the Strategic Plan at the second regular session of the Board in 2015 and 2016. Furthermore, UNICEF presented its resource mobilization strategy at the 2016 first regular session of the Board and held two informal consultations with Board members on multi-year flexible funding in spring 2016, in the lead-up to the structured dialogue and corresponding conference room paper for the second regular session in September 2016. In 2017, a structured dialogue was held in September during the second regular session following an informal consultation on the subject in August.
20a	43, 48, 51, 53	Percentage of total core expenditures on development-related activities by funds and programmes directed to programme activities	Annually	In 2017, UNICEF spent 85 per cent of its core resources on programme activities.
20b		Percentage of total non-core expenditures on development-related activities by funds and programmes directed to programme activities	Annually	In 2017, UNICEF spent 93 per cent of its non-core resources on programme activities.

<i>Number in monitoring and reporting framework</i>	<i>QCPR operative paragraph</i>	<i>Indicator</i>	<i>Frequency</i>	<i>Progress for UNICEF</i>
22	54	Number of United Nations entities reporting on cost-recovery amounts within their regular financial reporting	Annually	UNICEF reports on cost-recovery amounts annually through regular financial reports.
28	63	Average percentage of agency country offices using the common United Nations Development Group (UNDG) capacity measurement approach (when fully developed)	—	In 2017, the United Nations Development Assistance Framework (UNDAF) Companion Guidance on Capacity Development was finalized and issued by UNDG, including a section (3.2, pp. 10–13) on measuring capacity development. The average percentage of country offices using the common UNDG capacity-measurement approach will be measured in future UNDAFs and related country programmes.
29	14, 15	Three dimensions of sustainable development reflected in strategic plans of UNDG members	Once	The UNICEF Strategic Plan, 2014–2017 reflects all three dimensions of sustainable development.
32	74, 77	Number of United Nations entities that integrate South-South cooperation into their strategic plan	Annually	South-South cooperation is a specific strategy in the UNICEF Strategic Plan, 2014–2017 and the Strategic Plan, 2018–2021.
33	74, 77	Number of United Nations entities that actively report on South-South cooperation in their strategic plan	Annually	The current report of the Executive Director captures progress in South-South cooperation for 2017.
56	119	Number of United Nations entities that have simplified and harmonized agency-specific programming instruments (specify type of instrument)	Annually	Since 2014, UNICEF, together with UNDP, the United Nations Population Fund (UNFPA) and the World Food Programme (WFP), has simplified and harmonized the country programme document format, as approved by the Executive Board.

<i>Number in monitoring and reporting framework</i>	<i>Q/CPRE operative paragraph</i>	<i>Indicator</i>	<i>Frequency</i>	<i>Progress for UNICEF</i>
67a	128	Contributions in cash provided to the resident coordinator system	Annually	UNICEF contributed \$4.2 million to the resident coordinator system in 2017.
67b	128	Contributions in kind provided to the resident coordinator system	TBC	UNICEF contributed \$5.9 million in kind to the resident coordinator system at the country level in 2017 for key system coordination functions (strategic analysis and planning, external communications and advocacy and serving as acting resident coordinator).
83	152	Plan for consolidated common support at the country level submitted to governing bodies in 2014, including in the areas of financial management, human resources, procurement, information and communications technology (ICT) and other services	Once	UNICEF included an indicator on business operations strategies in the Strategic Plan, 2018–2021 and is actively pursuing avenues for the full implementation of such strategies by 2021. The Global Shared Services Centre (GSSC) was tasked to lead these efforts, which so far have included the establishment of internal governance structures to measure progress, the creation of the business operations strategies page on the GSSC website and the provision of further training and guidance to country offices. GSSC is working closely with WFP, the Office of the High Commissioner for Refugees and the United Nations Development Operations Coordination Office for more concerted action in advancing business operations strategies.
85	159	Proposal on the common definition of operating costs and a common and standardized system of cost control presented in 2014	Once	UNICEF led an inter-agency working group as part of the Finance and Budget Network to address this topic. A proposal on the common definition of operating costs has been completed and adopted. The exercise included the review of harmonized cost classifications currently in use by UNDP, UNEPA, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and UNICEF. Following the development of a framework, other United Nations entities will use it as a reference for their cost definitions.
88a	152, 154	Number of countries implementing common services	Annually	124 UNICEF country offices reported the use of common services in 2017.
88b	152, 154	Number of countries implementing common long-term agreements	Annually	99 countries reported common long-term agreements in 2017.

<i>Number in monitoring and reporting framework</i>	<i>QCPR^a operative paragraph</i>	<i>Indicator</i>	<i>Frequency</i>	<i>Progress for UNICEF</i>
88c	152, 154	Number of countries implementing a harmonized approach to procurement	Annually	92 UNICEF country offices reported implementing a common approach in procurement (common review bodies, standard contracts, local vendor databases, consultant rosters and solicitation documents).
88d	152, 154	Number of countries implementing common human resources management	Annually	58 UNICEF country offices reported implementing a common approach to human resources management (common vacancy bulletins, selection panels, talent pools and consultant rosters).
88e	152, 154	Number of countries implementing ICT services	Annually	84 UNICEF country offices reported implementing a harmonized approach to ICT services (common ICT security, connectivity, support and infrastructure).
88f	152, 154	Number of countries implementing financial management services	Annually	55 UNICEF country offices reported implementing a common approach to financial management (common procurement of bank assessment).
90	153	Number of United Nations entities that presented plans to their governing bodies for intra-agency rationalization of business operations by the end of 2013	Once	GSSC began official operations in September 2015 and the centralization of invoice and payment processing, master data management, human resources administration, payroll and Global Help Desk services from UNICEF offices to GSSC in Budapest was completed at the end of 2016. Transactional savings of \$25 million were achieved in 2017. UNICEF, through GSSC, will continue to leverage and pursue opportunities to generate greater efficiencies and added value through streamlined service delivery to support the achievement of UNICEF programme results worldwide.

^a Quadrennial comprehensive policy review of operational activities for development of the United Nations system.

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Executive Board

Annual session 2018

11–14 June 2018

Item 5 of the provisional agenda*

Annual report on UNICEF humanitarian action*Summary*

Today there are approximately 350 million children living in areas affected by conflict who lack access to adequate medical care, quality education, proper nutrition and protection.¹ Over the past 10 years, the number of children living in conflict zones has increased by 74 per cent and protracted crises persist with no signs of abating. These complex crises have resulted in mass displacement, with an estimated 65 million people around the globe forced to flee their homes.² In line with recent discussions with members of the Executive Board, this paper provides an update on the humanitarian situation in 2017, the UNICEF humanitarian response over the course of the year, and the key challenges faced and the road ahead, focusing on how the organization is improving efficiency and effectiveness for humanitarian results. A draft decision is included for consideration by the Executive Board.

* E/ICEF/2018/8.

¹ Save the Children International, *The War on Children: Time to end grave violations against children in conflict*, London, 2018.² Office of the United Nations High Commissioner for Refugees, 'Figures at a Glance', available at: www.unhcr.org/uk/figures-at-a-glance.html, accessed on 1 March 2018.

Note: The present document was processed in its entirety by UNICEF.



I. The humanitarian situation in 2017

1. Conflicts that have endured for years – such as those in the Central African Republic, the Democratic Republic of the Congo, Iraq, Mali, Somalia, South Sudan, the Syrian Arab Republic, Ukraine, Yemen and the Lake Chad Basin – continued to deepen in complexity in 2017, bringing new waves of violence, displacement and disruption to children's lives.
2. The children affected by these conflicts came under attack at a shocking scale. Some were targeted and exposed to brutal violence in their homes and schools. Others endured unimaginable abuse and exploitation, including sexual violence, forced marriage and recruitment into armed groups. And millions were uprooted from their homes, went hungry and fell ill with life-threatening diseases.
3. The year also saw millions of people impacted by sudden-onset emergencies and the escalation of existing crises. In August, renewed violence in Rakhine State, Myanmar, drove hundreds of thousands of Rohingya across the border into the Cox's Bazar district of Bangladesh. During the second half of the year, more than half a million people had entered Bangladesh, bringing the total number of Rohingya and affected local communities in humanitarian need to more than 1.2 million, including 720,000 affected children. In the Kasai region of the Democratic Republic of the Congo, increasing violence left more than 1.7 million people displaced by the end of the year. Across the country, in 2018, it is projected that 2 million children will suffer from severe acute malnutrition.
4. In several countries in 2017 – including the Democratic Republic of the Congo, Iraq, Nigeria, Somalia, South Sudan and Yemen – violent clashes and the collapse of public services led to the breakdown of health, water and sanitation systems, which fuelled the spread of cholera through affected communities and generated an emergency within an emergency. Other disease outbreaks exacerbated by conflict were also documented, for example the onset of diphtheria in Bangladesh.
5. As conflicts continued to intensify, so did the impact of natural disasters. In September, Hurricane Irma, which was one of the most powerful hurricanes ever recorded over the Atlantic Ocean, and Hurricane Maria, which followed soon afterwards, caused devastation across the Caribbean and an extensive breakdown of essential services in several countries. The hurricanes left more than 1.4 million people, including more than 350,000 children, in need of humanitarian assistance.

II. UNICEF humanitarian response in 2017

A. Global response in 2017

6. As the humanitarian caseload has continued to grow over the past decade, so has the magnitude of the UNICEF response. Between 2007 and 2017, the organization's emergency appeals increased more than fourfold, from \$847 million to \$3.79 billion by December 2017. In 2017, UNICEF and partners responded to 337 humanitarian situations of varying scale in 102 countries – the second largest number of situations and countries recorded since tracking began in 2005.
7. In line with the Strategic Plan, 2014–2017 and the Core Commitments for Children in Humanitarian Action, UNICEF focused its humanitarian response in 2017 on saving lives, protecting rights and addressing the underlying causes of vulnerability to crises. The organization continued to leverage its long-standing comparative

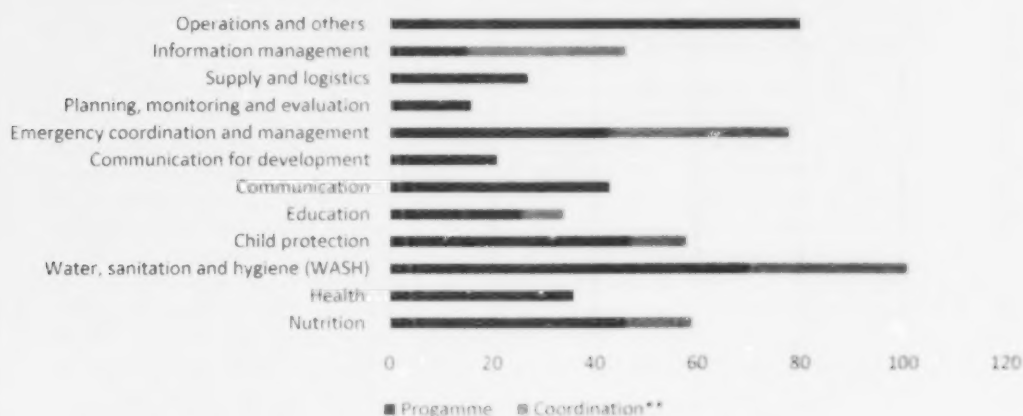
advantage of having a field presence before, during and after emergencies; delivering multisectoral support and harnessing its vast network of partners, which includes Governments, civil society and the private sector, within the broader humanitarian system. UNICEF also continued to facilitate inter-agency coordination, including by fulfilling its cluster accountabilities in large-scale emergencies.

8. This advantage enabled UNICEF to deliver results for millions of children in 2017.³ Globally, more than 32.7 million people benefited from UNICEF-supported access to safe water (95 per cent of the target); nearly 3 million children with severe acute malnutrition were treated in UNICEF-supported therapeutic feeding programmes (83 per cent of the target); more than 18 million children aged 6 months to 15 years received measles vaccination (74 per cent of the target); and more than 46,000 HIV-positive pregnant women continued antiretroviral therapy (81 per cent of the target). UNICEF also reached more than 8.8 million school-age children with formal or non-formal education (73 per cent of the target) and more than 3.5 million children with psychosocial support (89 per cent of the target). The reasons 100 per cent of the targets were not achieved are discussed in section III of this report.

9. A total of 599 emergency (surge) deployments were completed and/or active in 2017, representing a slight increase over the 576 surge deployments in 2016. The year's deployments totalled 33,418 days, with an average mission length of 58 days. The largest share of deployments (30 per cent, or 177 deployments) supported the humanitarian response to the refugee crisis in Bangladesh. The Yemen response benefited from 40 deployments; drought responses in Ethiopia and Somalia received 34 and 30 deployments, respectively; and the displacement crisis in the Democratic Republic of the Congo received 29 deployments. The bulk of deployments provided personnel for water, sanitation and hygiene (WASH) (101), emergency coordination (78), nutrition (59), child protection (58) and information management (46).

³ The data provided on the 2017 UNICEF humanitarian response are provisional as of 12 February 2018. The data may not reflect more up-to-date sources that will be ready later in 2018, such as the consolidated emergency reports or the UNICEF Annual Results Report 2017 – Humanitarian Action.

Figure 1
Emergency deployments,* by functional area, 2017



* This does not include 23 standby partner deployments in support of emergency preparedness, WASH: 5, child protection: 5, nutrition: 4, cash programming: 3, emergency management: 3, education: 2, and health: 1.

**Includes Rapid Response Teams, standby partners and UNICEF deployments in support of cluster coordination.

10. UNICEF supply and logistics operations were a key element of the organization's humanitarian response. In 2017, UNICEF procurement for emergencies reached \$553.3 million globally.⁴ Supplies were received in 61 countries and territories in emergencies. Direct support from UNICEF Supply Division was provided through 16 staff deployments to emergency locations, including the crises in Bangladesh, the Caribbean and Yemen. Over the course of the year, UNICEF procured a total of \$112.2 million worth of nutrition products, making it the largest component of total UNICEF emergency supplies by value in 2017.

11. As of 31 December 2017, the Humanitarian Action for Children appeal was 72 per cent funded, reaching \$2.73 billion⁵, of which \$1.98 billion was funding received, representing generous support from the organization's resource partners, and approximately \$755 million was funding available from the previous years.⁶ The public sector provided most of the humanitarian resources received by UNICEF, accounting for 90 per cent of the funding received and amounting to \$1.79 billion. A total of \$192.2 million came from the private sector. Funding for the humanitarian response plans reached a new peak. However, given that the level of need grew, the gap between requirements and funding was larger than ever.

12. Humanitarian action remained central to the work of UNICEF in the field, with 55 per cent of all country-level expenses supporting emergency response. In some UNICEF country offices – such as Iraq, Jordan, Lebanon and the Syrian Arab Republic – nearly all expenses were classified as humanitarian. Out of the 30 UNICEF country

⁴ Includes all funding types and is based on an improved methodology by Supply Division to better represent the actual emergency supply response to all crises.

⁵ This figure represents other resources emergency (ORE) funds received (cash) in 2017 plus approximate carry-forward from the previous year, which is different from ORE revenue, which represents the contribution signed during a specific year.

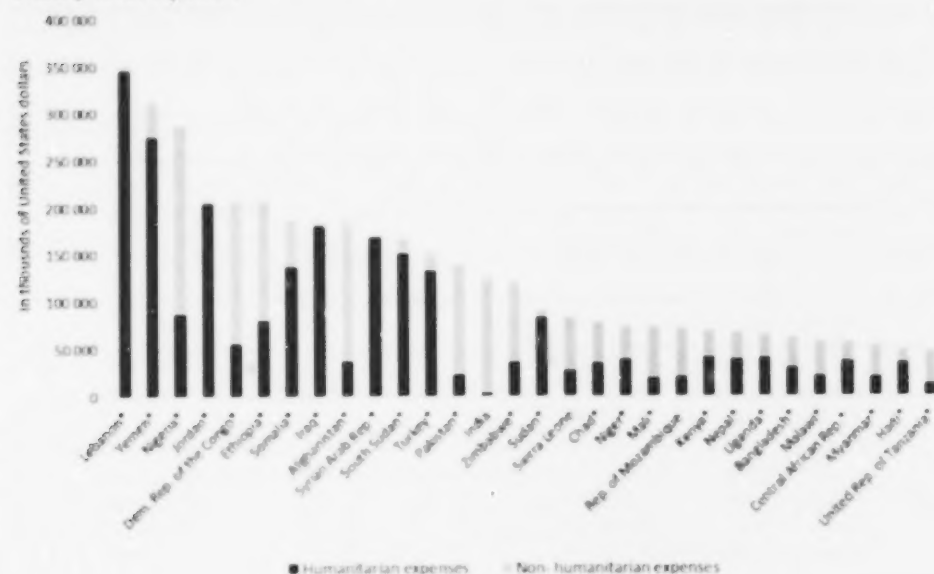
⁶ Figures are provisional and subject to change. The confirmed breakdown of figures will be made available through the UNICEF Humanitarian Annual Results Report 2017, June 2018.

offices with the largest overall expenses, 27 had appeals in the UNICEF Humanitarian Action for Children 2017. These top 30 offices comprised 80 per cent of total country office expenses, both humanitarian and non-humanitarian.

Figure 11

Top 30 country offices in total expenses 2017 (in thousands of United States dollars)

Humanitarian expenses (which include all funding types) were 55 per cent of all country-level expenses



* UNICEF country offices with Humanitarian Action for Children appeals in 2017

B. Results from key humanitarian responses

13. The UNICEF humanitarian response in 2017 included seven Level 3 emergencies: the sudden-onset refugee crisis in Bangladesh; significant displacement due to violence in the Kasai region of the Democratic Republic of the Congo; and protracted conflicts in Iraq, Nigeria, South Sudan, the Syrian Arab Republic and neighbouring countries hosting refugees and Yemen; as well as four Level 2 emergencies: the protracted conflicts in the Central African Republic and the Lake Chad Basin; the ongoing drought in the Horn of Africa; and the unprecedented category 5 hurricanes in the Caribbean. UNICEF also responded to several outbreaks of cholera, measles and diphtheria, particularly in conflict-affected countries, and in many forgotten humanitarian situations, such as in the Democratic Republic of the Congo.

14. For example, in 2017, UNICEF provided measles vaccination to nearly 4.4 million children affected by the ongoing crisis in Cameroon, Chad, the Niger and north-eastern Nigeria (more than double the target of 1.8 million). In response to the longest-running and most severe cholera outbreak in the history of South Sudan,

UNICEF-supported health centres treated nearly 4,800 children, or almost half of the total number of cases. Working with health and WASH partners, UNICEF also helped to stem the outbreak by reaching 1.25 million people in cholera-affected counties, including schoolchildren, with prevention messages delivered through household visits, community meetings, water point interventions, roadshows, theatre and megaphone announcements.

15. In Yemen, where more than half of all health facilities are no longer functional, UNICEF supported nutritional screening for more than 2.3 million children aged 6 to 59 months; and treatment for more than 226,500 children suffering from severe acute malnutrition (70 per cent of the target). Where possible, treatment was provided through feeding centres; and in areas with limited access to health facilities, mobile teams were instrumental in providing health and nutritional support to vulnerable children.

16. In the Syrian Arab Republic, more than 5.9 million people gained access to safe water through the repair, rehabilitation or augmentation of water and sanitation systems (exceeding the target) and more than 14.6 million people benefited from continuous support for the operation and maintenance of water and sanitation systems (exceeding the target). UNICEF also rolled out a water system survey targeting more than 3,000 communities in 10 governorates. The survey will help the humanitarian community to prioritize areas for system repairs and maintenance to improve child health, resilience and disease prevention.

17. In Iraq, a consortium led by UNICEF, the World Food Programme (WFP) and the United Nations Population Fund (UNFPA) reached more than 2.49 million vulnerable people, including 1.36 million children on the move, with drinking water, hygiene products and ready-to-eat rations, delivered through the Rapid Response Mechanism within the first 72 hours of their displacement (exceeding the target). In the Central African Republic, the Rapid Response Mechanism was essential to providing non-food items to more than 28,000 people and WASH interventions to nearly 83,000 people (exceeding the targets).

18. In the Kasai region of the Democratic Republic of the Congo, where violence and insecurity seriously impeded access to education, nearly 27,000 children, including more than 12,000 girls, were reintegrated into the education system. Across the country, nearly 186,000 girls and boys affected by conflict or natural disasters gained access to education and psychosocial activities (52 per cent of the target).

19. In Bangladesh, more than 133,000 children uprooted from their homes benefited from psychosocial support and community-based child protection services through child-friendly spaces designed to shield vulnerable children, particularly girls, from violence, abuse and exploitation (74 per cent of target). In 2017, UNICEF and partners also made significant progress in addressing the specific risks and vulnerabilities of adolescents by providing life-skills-based education and referrals that reached nearly 29,000 crisis-affected adolescent girls (83 per cent of the target).

20. UNICEF continued to prioritize reaching the most vulnerable – particularly girls, children with disabilities and marginalized groups – in humanitarian contexts. For example, in northern Iraq, UNICEF reached nearly 25,000 children from minority communities with child protection services and nearly 150,000 children from minority communities with education support.

21. Addressing the rights of children with disabilities remained a key aspect of the organization's work in emergencies. Over the past four years, the number of UNICEF

country offices reporting on disability-inclusive humanitarian action has increased fivefold. In 2017, a total of 21 UNICEF country offices reported work on children with disabilities in emergency contexts. This included the implementation of WASH infrastructures accessible to people with physical disabilities, in line with UNICEF obligations under the Charter on Inclusion of Persons with Disabilities in Humanitarian Action. For example, in the Syrian Arab Republic, UNICEF supported the rehabilitation of WASH facilities in 558 schools across 10 governorates, ensuring accessibility for children and adults with disabilities, and ultimately benefiting nearly 384,000 students.

22. UNICEF also continued to prioritize gender-based violence prevention and response in key emergencies responses. In 2017, UNICEF reached 3.6 million people through a package of health, counselling and emotional support services, including nearly 345,000 people in the Democratic Republic of the Congo, more than 265,000 in Lebanon, nearly 198,000 in South Sudan and some 141,000 in Bangladesh. The WASH response to the refugee situation in Bangladesh incorporated feedback from women and girls on the preferred types of sanitary materials and measures that can be taken to make latrines safer. Community outreach and mobilization related to gender-based violence in emergencies was also conducted during the year, including in the Central African Republic.

C. Resource mobilization

23. In January 2017, UNICEF appealed for \$3.36 billion to help 81 million people, including 48 million children, in 48 countries. By the end of 2017, the appeal had risen to \$3.79 billion to assist 136 million people, including 60 million children. The increases were mainly due to new refugees in Bangladesh; new internal displacements in the Kasai region of the Democratic Republic of the Congo; famine and/or the risk of famine in north-eastern Nigeria, Somalia and South Sudan; famine and cholera outbreaks in Yemen; the hurricanes in the Caribbean; and floods in Nepal. Nearly two thirds of the total appeal funded the responses to seven Level 3 emergencies.

24. The top 10 donors to UNICEF humanitarian action contributed \$1.8 billion, or 85 per cent of all funding committed in 2017. These included (in alphabetical order, by resource partner type) the Governments of Canada, Germany, Japan, Norway, the United Kingdom of Great Britain and Northern Ireland and the United States of America; the Central Emergency Response Fund (CERF), the country-based pooled funds, the European Commission and the United States Fund for UNICEF. Seven of the top 10 donors increased their commitments over the previous years, with the top donor to UNICEF, the Government of the United States, committing \$113 million more in 2017 than in 2016.

25. In terms of flexible funding, only \$164 million, or 8 per cent of all emergency funding received, constituted thematic humanitarian funding in 2017, compared with 9 per cent in 2016, while global thematic humanitarian funding stood at 1.4 per cent. The top five providers of thematic humanitarian support were: the German National Committee for UNICEF, the United States Fund for UNICEF, the Government of the Netherlands, the United Kingdom Committee for UNICEF and the Japan Committee for UNICEF.

26. National Committees are an integral part of the UNICEF global organization and in 2017 played an integral role in raising thematic humanitarian funds from the private

sector. Of the total thematic humanitarian funding raised in 2017, 79 per cent was contributions from National Committees.

27. Regular resources to UNICEF also play a critical role in the organization's ability to be flexible in its humanitarian response and respond quickly. For example, thanks to regular resources, through the Emergency Programme Fund, \$84.7 million was disbursed to 21 country offices and 3 regional offices for immediate emergency support in 2017. In addition to Emergency Programme Fund support, some \$107 million of regular resources contributed to humanitarian action at the country level in 2017.

28. After regular resources, global thematic contributions are the second most flexible funding modality for UNICEF. Global thematic humanitarian funding is allocated on an "as needed" basis and allows for longer-term planning and sustainability of programmes. This type of funding also enables a more equitable and integrated approach to delivering results for children affected by crises. The Government of the Netherlands and the UNICEF National Committees continue to be the global thematic champions for UNICEF, representing 64 per cent and 25 per cent, respectively, of contributions to global thematic humanitarian funding. In addition, for the first time, the Government of the Republic of Korea made a two-year (2017/18) commitment for global thematic humanitarian support, contributing \$1.7 million in 2017. Other sources of global thematic contributions in 2017 included (in order of contribution amount) the Swedish Committee for UNICEF, the United States Fund for UNICEF, the Government of Denmark, UNICEF Thailand, UNICEF China, international online donations, the Finnish National Committee for UNICEF and the Belgian Committee for UNICEF.

29. The CERF and country-based pooled funds remained important sources of humanitarian funding in 2017, comprising 8 per cent of total humanitarian funding. As of 31 December, \$108.9 million had been received from CERF and \$48.3 million from country-based pooled funds managed by the Office for the Coordination of Humanitarian Affairs (OCHA) and the Multi-Partner Trust Fund (administered by the United Nations Development Programme (UNDP)). In 2017, UNICEF programmes in 33 crises benefited from the CERF rapid response window. Based on CERF analyses of funding levels of the various crises and the coordinated and transparent methodology used, the following crises received support from the fund's window for underfunded crises: Afghanistan, Cameroon, the Central African Republic, Chad, the Democratic People's Republic of Korea, Libya, Madagascar, Mali, the Niger, Nigeria, Somalia, the Sudan and Uganda.

30. Multi-year humanitarian funding offers significant opportunities for flexibility and long-term planning during emergency responses. UNICEF welcomed multi-year contributions from partners including (in alphabetical order, by resource partner type) the Governments of Canada, Germany, Japan, Norway, the United Kingdom and the United States; the European Commission; the German Committee for UNICEF, the United Kingdom Committee for UNICEF; and the United States Fund for UNICEF. Longer-term funding allows UNICEF to be more strategic, and more effective and to bridge the humanitarian-development nexus.

31. For example, in the Democratic Republic of the Congo, UNICEF utilized multi-year humanitarian funding from the United Kingdom Department for International Development for a cash transfer programme to support people displaced by the conflict. Due to the longer-term nature of the funding, UNICEF was able to gather and assess data on different transfer modalities and use the evidence to improve delivery

and further develop adapted context-specific tools. Delivery costs were reduced by giving larger one-off grants – the payment option preferred by beneficiaries – rather than smaller regular payments. This allowed for immediate humanitarian needs to be met while facilitating long-term investments into livelihood activities.

32. At the regional level, at 56 per cent of the total, the Middle East and North Africa region received the largest portion of UNICEF 2017 funding, while the Eastern and Southern Africa region received 20 per cent and the West and Central Africa region received 13 per cent. The East Asia and the Pacific, Europe and Central Asia, Latin America and Caribbean and South Asia regions received the least funding across all regions, with a total of 9 per cent of total humanitarian funding in 2017.

33. While the total amount of funding from donors in 2017 was similar to the previous year, given the extraordinary number of affected children, resources fell short. More than half of the total funds available went to Syrian refugees living in neighbouring host countries, South Sudan and Yemen, with the public sector covering more than 90 per cent of the funding. On the other hand, only 2 per cent of the total funds available covered nine emergencies: Angola, Burundian refugees, the Caribbean hurricanes, the Democratic People's Republic of Korea, Djibouti, Eritrea, Libya, Mali and Nepal. Needs often went unmet for large-scale protracted crises such as in the Democratic Republic of the Congo, for which only 43 per cent of the funding requested was secured.

III. Challenges to the humanitarian response

A. Humanitarian access

34. Complex humanitarian crises have increased the number of vulnerable children in need of assistance and protection, while making it more difficult for these children to reach and be reached by services. Roughly half of the required emergency funding in 2017 was for major humanitarian programmes in countries where UNICEF and partners faced critical access challenges. Many of these programmes were implemented in the context of increasingly protracted, violent and urban conflicts involving fragmented non-State entities and violations of international humanitarian and human rights law by all parties to conflict, including targeting of civilians and direct violence against humanitarian actors. In extreme cases, civilians, particularly women and children, have been trapped in besieged areas and/or parties to a conflict have used access to humanitarian assistance as a bargaining chip in pursuit of political concessions.

35. In both conflict-affected and non-conflict settings, host Governments often use bureaucratic measures (e.g. visas and travel permits, clearance of goods) to limit and control humanitarian action in pursuit of political or other objectives. At the same time, the laws and policies of host Governments and Member States, such as counter-terrorism-related measures, can compromise access if humanitarian actors are perceived as aligned with the political or military objectives of national and international stakeholders. Some examples include policies that discriminate against specific populations by excluding them from assistance and protection based on partisan motivations rather than humanitarian needs.

36. UNICEF has developed several innovative approaches to overcome these access challenges. The Rapid Response Mechanism and mobile teams provide agile, flexible and swiftly deployable response capacities that effectively enable the delivery of life-

saving services in highly insecure areas. As part of the Global Polio Eradication Initiative, UNICEF and the World Health Organization (WHO) pioneered a structured approach to integrating access and security issues into programme planning and analysis, and using access advisers and facilitators to help to expand coverage of immunization campaigns. UNICEF has also successfully used communication for development and the organization's strong advocacy voice and field presence to build local acceptance and enable critical programmes under challenging conditions. UNICEF is continuously strengthening staff capacities and support to effectively apply humanitarian principles and existing United Nations policies – including on security risk management, programme criticality, United Nations integration and civil-military coordination – and has developed additional policies and guidance on key access-related issues, such as transparent engagement with non-State entities.

37. While UNICEF has considerable experience in responding to access challenges, to date, efforts to systematically gather, reflect and expand on this experience and use it to inform more institution-wide approaches and strategies have not matched the scope of the challenges. Accordingly, in 2017, the UNICEF Office of Emergency Programmes initiated a process to develop an institutional access framework for UNICEF. The framework will provide a structured and systematic approach to addressing these challenges in the field; equip staff with the necessary tools, guidance and support to effectively implement their approaches and strategies; and enable UNICEF to continuously gather, share and replicate good practices that can increase the organization's ability to deliver results for children.

B. Security and logistical constraints

38. Armed conflict, civil unrest, high-threat environments and targeting of humanitarian workers have made recent years the deadliest on record for the aid community. The frequent disrespect by parties to conflict of established norms and principles governing humanitarian action and the protection of civilians during the conduct of hostilities have posed even greater challenges. UNICEF is an active member of in-country security management teams, which are chaired by United Nations Designated Officials. UNICEF has also integrated security risk-management strategies into humanitarian action, which has strengthened the organization's ability to mitigate risk and stay and deliver, even in high-risk contexts.

39. UNICEF is investing in its security functions through staff training, hiring security experts to complement advisers from the United Nations Department of Safety and Security and procuring essential security equipment. Training covers topics such as safe and secure approaches in the field, women's security awareness, gender considerations and road safety. To meet global strategic and operational security needs, UNICEF has increased its staffing capacity at headquarters, recruited additional security advisers and deployed security staff to crisis-affected countries such as Afghanistan, Cameroon, Chad, the Central African Republic, Iraq, Mali, Nigeria, Somalia, South Sudan, the Syrian Arab Republic, Ukraine and Yemen.

C. Human resources

40. The growing number and complexity of humanitarian situations, including increasingly protracted crises, is stretching the ability of UNICEF to provide timely and effective responses. Identifying human resources in humanitarian situations remains one of the organization's greatest challenges.

41. Experience has shown that using surge mechanisms – such as the Emergency Response Team, the Immediate Response Team, Rapid Response Teams, standby partnerships and regional emergency rosters – improves the ability of UNICEF to efficiently and effectively scale up its response at the onset of an emergency. UNICEF has expanded all of these surge mechanisms in recent years. The expansion of the Emergency Response Team from 8 to 14 members in 2016 improved the organization's capacity to rapidly deploy staff with specialized skills in emergencies. The demand for rapid surge capacities has continued to rise, however, and during the period of the Strategic Plan, 2018–2021, UNICEF will further expand the Emergency Response Team to include 26 members.

42. UNICEF will also continue to invest in expanding its standby partnerships. Although standby partners represented a significant source of capacity in 2017, deploying 157 personnel for emergency response and an additional 23 for emergency preparedness through 20 organizations (out of 31 standby partners), partners faced issues deploying their personnel in conflict-affected countries and countries suffering from protracted crises. Sixteen per cent of UNICEF requests were abandoned in 2017, primarily due to lack of suitable candidates and of funding, and difficulty finding candidates with adequate language proficiencies. Cluster-specific information management is also increasingly requested, and, while partners are keen to provide support, suitable candidates are often unavailable. In addition, out of the 31 standby partners, UNICEF has only two private sector partners who, due to internal funding constraints, have provided decreasing levels of support.

D. Flexible and multi-year humanitarian funding

43. UNICEF draws on a range of resource mobilization options to support its humanitarian action. Although flexible thematic funds are among the most efficient and effective for the organization, UNICEF has continued to face challenges in raising thematic funding for the humanitarian response. In some cases, resources are not moving towards greater flexibility but rather towards greater conditionality, making it difficult to reach those who are most in need.

44. Given the increasingly protracted nature of humanitarian crises, predictable, flexible and longer-term funding has become essential and multi-year planning that much more crucial. UNICEF and the Government of Canada are co-leading an effort with other partners to strengthen multi-year planning for global humanitarian funding. As part of this work, in 2017, with the support of OCHA and the Norwegian Refugee Council, this included co-convening a workshop with donors, United Nations agencies and non-governmental organizations to share and consolidate good practices, challenges and lessons on multi-year planning and funding, and defining joint areas for engagement going forward. Internally in 2016, UNICEF developed guidelines for multi-year Humanitarian Action for Children appeals; and in 2018, four multi-year UNICEF appeals were launched for Afghanistan, Mali, the refugee and migrant crisis in Europe, and Syrian refugees.

45. The UNICEF Strategic Plan, 2018–2021 has a target of 15 country offices in protracted crisis having multi-year response plans, aligned with multi-year inter-agency plans. As multi-year plans are increasingly funded, UNICEF is committed to passing on this flexible funding to local partners.

IV. Lessons learned

46. The evaluation report *Towards improved emergency responses: synthesis of UNICEF evaluations of humanitarian action 2010–2016* has provided UNICEF an opportunity to take stock of priority issues emerging from evaluations over the past five years and refine the change processes triggered by the individual humanitarian evaluations. The report highlighted several issues that have been fully embraced in the Strategic Plan, 2018–2021 related to improving efficiency and effectiveness for humanitarian results, summarized as follows:

(a) contributing to stronger coordinated inter-agency needs assessment to guide humanitarian response planning that is relevant to evolving humanitarian needs;

(b) strengthening results-based management, including planning and performance monitoring, across humanitarian and development programming;

(c) supporting a more systematic UNICEF and inter-agency collective approach to community engagement and putting people at the centre of humanitarian action;

(d) maintaining and strengthening partnerships with national and local humanitarian actors; and

(e) strengthening the connectedness and coherence between humanitarian action and development programming.

47. In addition, UNICEF has acknowledged the need to review the Core Commitments for Children in Humanitarian Action and adjust them to better guide work across emerging humanitarian crises, including health emergencies, mass population movements and protracted crises. UNICEF is also committed to further reinforcing implementation of its Simplified Standard Operating Procedures, especially in the context of Level 3 and Level 2 emergencies, to ensure faster and more effective delivery of at-scale humanitarian action. Finally, UNICEF recognizes the need to ensure better coverage of humanitarian evaluations. This will be addressed in the revised evaluation policy of UNICEF.

V. The way forward: Enhancing efficiency and effectiveness for humanitarian results

48. This section examines how UNICEF is striving to enhance efficiency and effectiveness for humanitarian results, in line with the findings outlined above, the Strategic Plan, 2018–2021 and ongoing humanitarian and development system reforms.

A. Strengthening the humanitarian-development nexus

49. As a dual-mandated agency, UNICEF is well placed to position its humanitarian action to contribute to development outcomes and its development programme to take into consideration the risks and drivers of humanitarian crises. The organization is

therefore striving to ensure that its humanitarian action and development programming are mutually reinforcing and contribute to common objectives. This way, UNICEF can contribute to longer-term resilience and national and local capacities to anticipate and prepare for risks related to disaster, conflict, climate change and other shocks. Humanitarian action is more effective when built upon established development programmes, and life-saving actions for children and women living in emergencies can sow the seeds of development.

50. For example, in 2017 in the Gambella region of Ethiopia, which is close to the South Sudan border, UNICEF designed and built a permanent water system that provided clean and safe water for nearly 250,000 South Sudanese refugees and host communities. This water system not only provides immediate access to clean water but will also be operational for the long-term – an example of programming that meets both immediate needs and serves development goals.

51. The Strategic Plan, 2018–2021 represents the organization's strongest framework for integrating its dual humanitarian and development mandates and is closely aligned with the 2030 Agenda for Sustainable Development, the Sendai Framework for Disaster Risk Reduction and ongoing humanitarian and development system reform efforts. In addition to including key humanitarian results under each Goal Area, the Plan also identifies critical entry points and enablers for strengthening the connections between development and humanitarian programming for a more effective and efficient humanitarian response. Reporting on its contributions under the Strategic Plan will allow UNICEF to track its progress in this regard through a selection of key performance indicators.

52. As part of its effort to strengthen coherence and connectedness in its humanitarian and development programming, UNICEF has continued to invest in enhancing early warning and early preparedness. In 2017, the organization initiated the roll-out of the Emergency Preparedness System, which is comprised of the corporate Procedure on Preparedness for Emergency Response (issued in December 2016), an Emergency Preparedness Platform (EPP; piloted in 2017 and scheduled to launch in 2018), and a humanitarian learning package (issued in 2017).

53. The EPP is an online tool that will help teams to analyse risks, self-assess the capacity in-country, identify high-return actions and get ready to respond before an emergency happens or a situation deteriorates. This includes actions such as the pre-positioning of emergency supplies; identifying and contracting implementing partners for critical interventions; and conducting emergency preparedness and response training for staff. The platform is flexible and dynamic, allowing for continuous changes and improvements as risks and operating contexts change. It was designed to foster strong collaboration and learning across countries and regions, as well as at the global level. In 2017, the EPP was piloted in 6 country offices and released to 40 country offices.

54. The value of preparedness and the utility of these tools were illustrated in Uganda in 2017, where a case of Marburg virus disease was declared by the Ministry of Health in mid-October. The preparedness process undertaken at the country level in the months before the outbreak enabled UNICEF, in collaboration with WHO and other United Nations organizations, to provide rapid support to the Ministry, which ultimately contained the outbreak to three cases. The process included a risk analysis; definition of outbreak scenarios; definition of the anticipated response, including the specific role of UNICEF; and the inclusion of key preparedness actions, in line with

the UNICEF Procedure on Preparedness for Emergency Response in the UNICEF Uganda workplan.

55. Risk-informed programming is a central change strategy in the Strategic Plan, through which UNICEF will reorient its planning and programming processes to better support national Governments to pursue humanitarian and development goals. A number of countries are rolling out risk-informed programming. For example, in 2017, UNICEF supported a municipal flood vulnerability exercise in a flood-prone area in Mali. Annual flood likelihood was mapped using drones and hand-held devices to record houses, number of inhabitants and resident interviews. The information gathered, which included an estimate of how many children would be affected, enabled municipal authorities and development partners to be better prepared for flooding.

56. Increased emphasis by UNICEF on partnerships that span humanitarian action and development programmes has also been demonstrated in Yemen, where the World Bank Group, UNICEF and WHO collaborated through a \$320 million International Development Association (IDA) 18 allocation for an emergency health, nutrition and WASH programme. In addition to helping to keep health systems functional, IDA funding helped to limit the spread of an outbreak of acute watery diarrhoea and cholera at the household level. Diarrhoea treatment centres and oral rehydration points were established and operationalized in 20 (out of 21) governorates. Nearly 5 million children were vaccinated against polio, also due to IDA funding.

57. Under the IDA partnership, an additional \$200 million was also provided for the cash transfer programme in Yemen, which has strengthened national social protection systems and benefited over 1.3 million of the most vulnerable households, reaching nearly one-third of the population. The IDA 18 partnership has represented a unique opportunity to work across the humanitarian-development nexus by providing longer-term financing windows in fragile contexts. This builds on the growing awareness that engaging early in fragile and conflict-affected contexts is critical to ensuring a timely, accelerated development trajectory.

B. Expanding support for local and national responders

58. Humanitarian programming can achieve better development outcomes by contributing to building more resilient and responsive national and local systems. System strengthening, at both the national and subnational levels, is a core strategy in UNICEF humanitarian action. By strengthening systems, UNICEF contributes to enhancing the resilience of communities and societies, building the capacities of communities to protect and address the needs of vulnerable children in humanitarian crises and making progress towards the targets of the Sustainable Development Goals.

59. A key aspect of the UNICEF approach to systems strengthening is partnering with and building the capacities of local and national actors, including Governments, civil society organizations and the private sector, to improve outcomes for affected people and reduce transaction costs. UNICEF has committed to allocating at least 30 per cent of humanitarian funding to local and national actors, in line with the global commitment to reach an aggregate of 25 per cent by 2020. In 2017, UNICEF met this target, with transfers to local and national responders accounting for 31 per cent of humanitarian expenditure.

60. As an example of the UNICEF emphasis on partnering with national organizations, in the context of the partnership with the International Federation of Red Cross and Red Crescent Societies (IFRC), 117 UNICEF country offices have

established active or planned programme cooperation agreements with national Red Cross and Red Crescent societies and the IFRC. These agreements have covered a range of areas, including the humanitarian response, disaster preparedness and contingency planning; and programme delivery, which involved more than 37,000 staff and 2.4 million volunteers of national Red Cross and Red Crescent societies and the IFRC. In the Democratic Republic of the Congo, for example, in order to build local capacity and strengthen disease outbreak response, the national Red Cross trained 1,000 volunteers in 20 health zones. The formalization of these partnerships has not only facilitated programme delivery, but has also allowed UNICEF to track and achieve greater results for children before, during and after emergencies.

61. UNICEF, the Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP are also developing a United Nations partner portal, which will serve as an online platform for civil society organizations to create organizational profiles, view opportunities for partnership with the United Nations and submit both solicited and unsolicited proposals. It is anticipated that the portal will further increase opportunities for civil society organizations, especially local and national responders, to make themselves known to and interact with the United Nations, and increase the transparency and results focus of United Nations partnership selection processes.

C. Increasing the use and coordination of cash-based programming

62. UNICEF increasingly implements cash-based programmes, which serve as a key modality for covering humanitarian needs and catalysing longer-term national system strengthening in social protection. Cash-based programmes help to preserve the dignity of populations affected by crises by empowering them to determine and prioritize their own immediate needs. Cash-based programmes also promote resilience by stimulating local economies and markets and strengthening national systems and partnerships for effective humanitarian response.

63. In 2017, UNICEF and partners reached more than 1 million crisis-affected people with humanitarian cash transfers (57 per cent of the target). Thirteen UNICEF country offices – the Democratic Republic of the Congo, Dominica, Iraq, Jordan, Lebanon, Lesotho, Madagascar, Malawi, Myanmar, Somalia, the Syrian Arab Republic, Turkey and Yemen – used humanitarian cash transfers as part of their response over the course of the year.

64. To increase the use of cash-based programming and inter-agency collaboration and strengthen coordination of cash programmes, UNICEF has established, within the Office of Emergency Programmes, a technical team that includes capacity for coordination, field support and knowledge management. The team has developed organization-wide technical guidance on cash-based transfers in humanitarian settings and has continued to foster inter-agency collaboration on cash-based programming.

65. UNICEF is also working with UNHCR and WFP to establish common cash programmes. For example, in Jordan and Lebanon, the three organizations have jointly developed a single cash delivery mechanism. This collaboration has allowed the organizations to scale up more rapidly, reaching nearly 140,000 beneficiaries in 2017 and facilitating more efficient, streamlined and effective programming that builds on the relative strengths of each actor.

D. Improving joint needs assessment, monitoring and reporting

66. UNICEF is also striving to improve its monitoring and reporting mechanisms to better assess children's needs, analyse programme results, identify gaps and implement course corrections, including through community engagement.

67. UNICEF actively participates in inter-agency processes to strengthen impartial, transparent and coordinated needs assessment and analysis. This includes work carried out through UNICEF-led global cluster coordination teams, which contribute to a range of data initiatives across sectors. At the field level, this contributes to needs identification on a sector-by-sector basis and is consolidated in an overview analysis. For example, UNICEF contributes technical support and training to the International Organization for Migration-led Displacement Tracking Matrix for children on the move, which operates in 39 countries and aims to improve the quality of data on education and child protection. Under its Data for Children Strategic Framework, UNICEF is also investing in strengthening collective outcome monitoring in crisis-affected countries, including connecting to longer-term development data-collection processes. This involves establishing partnerships beyond humanitarian actors to include foundations, research institutions and the private sector; agreeing on context-specific methods; and investing in real-time technologies (e.g. SMS-based systems) within national systems, wherever possible. Ongoing work includes pilot programmes in Ethiopia, Lebanon, Myanmar, the Philippines, South Sudan, the State of Palestine and Uganda, among others.

68. UNICEF is also working to reduce duplication and management costs. A UNHCR-UNICEF initiative currently under way aims to reduce transaction costs for partners and agencies by undertaking joint audits of shared partners. UNHCR, UNICEF and WFP have compared their existing assessment approaches and reached an agreement on the harmonization of due diligence assessments. Opportunities for further harmonization with OCHA and other United Nations organizations are also currently being pursued.

69. At the field level in 2017, 48 of 53 country offices with a Humanitarian Action for Children appeal had systems to track priority high-frequency indicators, and 15 of the year's larger responses had established scaled-up field monitoring systems. UNICEF is working to enhance field monitoring by improving the focus on the quality of humanitarian interventions and more systematically integrating feedback from affected populations. Forthcoming modules in the UNICEF information management platform, eTools, will address both partner reporting and field monitoring, including specific adaptations to strengthen programme monitoring for humanitarian response. The platform will also support better data disaggregation; improve quality assurance of monitoring data; facilitate the systematic inclusion of feedback from affected populations and tracking of follow-up actions; and enable integrated analysis of both humanitarian and development results.

70. UNICEF is investing in strengthening humanitarian programme monitoring based on lessons learned, reviews and evaluations. Global efforts to improve programme monitoring focus on adjusting guidance, tools and training to support more flexible monitoring approaches as relevant to different humanitarian contexts. To this end, in 2017, more than 900 staff members from 38 countries with an ongoing humanitarian response participated in results-based management training that included risk-informed programme design and adapted approaches to programme monitoring.

71. At the inter-agency level, UNICEF is supporting a systematic cluster coordination performance monitoring system that assesses performance against core cluster functions (i.e. supporting service delivery; informing strategic decision-making for the humanitarian response; planning and strategy development; advocacy; monitoring and reporting; contingency planning, preparedness and capacity building; and accountability to affected populations (AAP). On behalf of the UNICEF-led clusters, the eTools project will soon be supporting the development of a cluster partner reporting platform, which will be inter-operable with OCHA platforms and allow partners to enter data once and be able to reuse the data for various reporting requirements, including reporting to UNICEF.

72. These enhancements to inter-agency needs assessment and monitoring practices and systems will contribute to better decision-making for needs-based response planning that is adjusted to the changing humanitarian situation. UNICEF is also investing in stronger evidence generation and knowledge management processes and platforms to further strengthen humanitarian action.

73. Transparency in reporting also remains a key priority for UNICEF. The organization is currently ranked as the third most transparent out of 46 major donor organizations worldwide, according to the International Aid Transparency Initiative (IATI) 2016 Transparency Index, and the UNICEF Transparency Portal (open.unicef.org) facilitates direct communication to the public on how and where the organization uses resources. UNICEF is also a member of the IATI Governing Board, and has used this platform to shape the global transparency agenda, advocate for increased use of the IATI open-data standard in humanitarian reporting, and drive global efforts for more efficient and effective use of aid.

74. UNICEF has confronted challenges in its efforts to improve humanitarian assessment, monitoring and reporting. Inter-agency work to strengthen needs assessment and analysis initially faced a lack of convergence and prioritization of efforts, but joint advocacy on common priorities has improved planning. In addition, technical glitches in the development of the eTools software have delayed the release of pivotal products supporting reporting and monitoring by UNICEF and its cluster partners.

75. Looking ahead, the development of the Strategic Plan, 2018–2021 has established a clear results framework for humanitarian performance monitoring. The Plan identifies key humanitarian results under each Goal Area that articulate UNICEF commitments to responding to acute humanitarian needs, as well as critical change strategies and enablers for stronger humanitarian action, including efficiency and effectiveness measures, each with key performance indicators. Changes to reporting systems in line with the Strategic Plan will be rolled out over the course of 2018.

76. UNICEF will also roll out the above-mentioned eTools modules in 2018–2019 to support UNICEF and cluster partner reporting and piloting in the field, as well as updated training to strengthen monitoring. At the inter-agency level, UNICEF will support the more systematic use of cluster coordination performance monitoring tools, including adapted light workshop-based tools. UNICEF will continue to support inter-agency processes and country-level efforts aimed at strengthening coordinated needs assessment and outcome monitoring in humanitarian situations.

E. Strengthening accountability to affected populations

77. In line with the efforts to enhance needs assessment and monitoring approaches and practices outlined above, UNICEF is improving its engagement with affected populations by facilitating their participation in the humanitarian response; fostering two-way communication with affected communities; and establishing and/or strengthening feedback and complaint mechanisms. This work builds on country level investments in scaling up behaviour change and community engagement programming, including through real-time monitoring at scale, to give affected people, including children, a direct link to their Governments to report on services.

78. For example, in Yemen, UNICEF trained more than 6,000 community volunteers to assess needs and monitor the organization's response, thus allowing UNICEF to connect with communities, receive feedback and use it to ensure that the assistance is appropriately targeted and also feeds into the programme design for the next phase of the response. In Sierra Leone, UNICEF coordinated with the Ministry of Health and Sanitation to use information reported via mobile phones and collected through U-Report on 13,647 children screened for malnutrition, including 468 identified cases of acute malnutrition, to identify gaps in the supplementary feeding programme. The information was shared at the level of the humanitarian country team and enabled WFP to temporarily establish new nutrition services in seven health centres to meet the increased need.

79. The work of UNICEF has also focused on cluster performance management. Progress has been made towards defining common cluster AAP actions as part of the humanitarian programme cycle, and core concepts and actions have been tested through the Global Nutrition Cluster coordination training. Initial work on adapting the Cluster Coordination Performance Monitoring approach with a stronger focus on quality and accountability was completed with the Global Education Cluster, and tested in the Sudan and Yemen.

80. At the inter-agency level, UNICEF established the Communication and Community Engagement Initiative in early 2017, in partnership with OCHA, IFRC, the Communicating with Disaster Affected Communities Network and several other partners. The initiative aims to develop collective services for more timely, systematic and predictable communication and community engagement mechanisms across humanitarian actors and clusters or sectors. In 2017, the initiative was rolled out in Bangladesh, the Central Africa Republic and Yemen. As cluster lead agency, UNICEF supported the integration of common approaches around accountability at the level of UNICEF-led and co-led clusters and areas of responsibility, working with the global clusters on guidance and tools.

81. In 2018, UNICEF will develop an organization-wide approach to AAP, building on existing good practices and bringing the relevant parts of the organization together in a collective and unified effort. This will focus, in particular, on the need to 'close the feedback loop' so that UNICEF programmes are better informed by the views of and feedback received from affected communities. A similar focus will be done at the inter-agency level through work with partners engaged in focus countries, so as to ensure more robust approaches to collective feedback mechanisms.

82. In the context of protection from sexual exploitation and abuse, UNICEF is working closely with the Inter-Agency Standing Committee Task Team on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse to strengthen community-based complaint mechanisms. UNICEF is exploring

how to adapt existing SMS-based technology, such as U-Report, to support community-based complaint mechanisms and to enable communities and victims to report cases of sexual abuse and exploitation faster, safer and confidentially.

VI. Conclusion

83. UNICEF is committed to continuing to strengthen its approach to humanitarian action to meet the challenges of the complex global landscape. This includes improving the delivery of life-saving services in emergencies and providing assistance that better meets the unique needs of the most vulnerable, including girls, children with disabilities and other marginalized groups. UNICEF will continue to systematically mainstream issues related to children with disabilities in the humanitarian response, focusing on inclusion and accessibility across policies, programmes, capacity and supplies. The organization will also continue to engage in the United Nations reform of its operational procedures to support a more strategic approach to the Sustainable Development Goals, and remains focused on supporting a system that is more responsive to country situations and government priorities; better able to assess risk and prevent crises; and more strategic and efficient in its institutional arrangements.

VII. Draft decision

The Executive Board

Takes note of the annual report on UNICEF humanitarian action (E/ICEF/2018/10).